East Lothian
Council

MINUTES OF THE MEETING OF THE
POLICY AND PERFORMANCE REVIEW COMMITTEE

WEDNESDAY 12 JUNE 2019
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON

1

Committee Members Present:
Councillor L Bruce (Convener)
Councillor J Findlay
Councillor N Gilbert
Councillor J Henderson
Councillor G Mackett

Other Councillors Present:
Councillor J Goodfellow
Councillor C Hoy

Council Officials Present:
Mrs A Leitch, Chief Executive
Ms M Patterson Depute Chief Executive (Partnerships and Community Services)
Mr T Reid, Head of Infrastructure
Mr D Proudfoot, Head of Development
Ms S Saunders, Head of Communities and Partnerships
Ms F Robertson, Head of Education
Mr P Vestri, Service Manager – Corporate Policy and Improvement
Mr B Davies, Group Service Manager – Planning and Performance
Mr J Coutts, Service Manager – Community Housing and Homelessness
Ms K MacNeill, Service Manager – People and Governance
Ms E Morrison, Service Manager – Customer Services
Mr R McGill, Contact Centre Manager
Ms S Farrow, Team Leader – Customer Feedback and FOI
Mr G Stewart, Policy Officer

Clerk:
Ms A Smith

Apologies:
Councillor C McGinn
Councillor P McLennan
Councillor T Trotter

Declarations of Interest:
None

1. MINUTES FOR APPROVAL – PPRC, 27 FEBRUARY 2019

The minutes of the meeting of the Policy and Performance Review Committee of 27 February 2019 were approved subject to the following change (item 8, page 8, last paragraph - *Mr Reid stated that an allocation was within the capital plan for 19/20 for Longniddry Bents 1,2 and 3. This investment could be supplemented to deliver new facilities if the Authority was successful with an application to the Rural Tourism Grant application which would be determined at the end of March).*

2. 2018/19 Q4 AND 2018/19 ANNUAL PERFORMANCE REPORT

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) providing the Committee with information regarding the performance of Council services during Q4 2018/19 (January to March) and for the full financial year of 2018/19.

Paolo Vestri, Service Manager – Corporate Policy and Improvement, presented the report. He informed Members of a correction in section 3.3, second bullet point; the sentence beginning *Homelessness assessments* should be deleted. Mr Vestri reported that a new performance system, Inphase, was now used, which was still bedding in. The appendices did not include RAG status but the report to the next meeting would have this and also trend data. A briefing for Members on the new system and to review key performance indicators would take place in September. Work was being carried out to ensure that the right indicators were being reported on. The quarterly Key Performance Indicators were contained in Appendix 1; Appendix 2 contained the Annual Performance Indicators report and Appendix 3 the Council Plan Top 50 Scorecard.

Officers responded to questions. Regarding reporting of street lighting repairs, Councillor Henderson asked if this fell within the Council's remit or that of Scottish Power. Tom Reid, Head of Infrastructure, stated that the network supply was not part of the report. Councillor Henderson asked if how significant this was could be followed up, to ensure clarity that particular aspects were outwith the Council's control.

Councillor Findlay, in relation to the percentage of the population claiming out of work allowance, asked if this took into account more elderly people and in addition the county's increasing population. Mr Vestri clarified that this indicator related to people aged between 16 to 64 years of age. He did not have the actual numbers but would provide this. He clarified that the figure did take into account people moving into the county as it used the latest population estimates from the National Records Office.

Councillor Findlay also raised questions about the definition and access to superfast broadband, citing particular examples in Gullane. Mr Vestri clarified that the data came from a national survey and undertook to provide further information. Douglas Proudfoot, Head of Development, added that there were a number of variables, including customers accessing/taking up the offer of superfast broadband; from dialogue with BT, there was still work to be done on customer communication and roll out.

Councillor Gilbert queried the declining performance in number of invoices paid on time. Mr Vestri clarified (*following an email response from Jim Lamond)* that staff turnover was a contributory factor but a joint Finance and Procurement services Working Group was looking at improving systems.

Councillor Gilbert also queried the decline in the satisfactory condition of the floor space indicator. Mr Vestri indicated he would ask Paul Iannetta, *(relevant Service Manager)* to provide this information following the meeting.

Councillor Mackett, referring to kerbside recycling, asked if there were plans to replace the boxes with bins, this had been raised by some constituents. Mr Reid clarified that it was not the intention to do this; the Council was one of the few local authorities to retain the recycling boxes. He added that boxes were better for lack of cross contamination than bins.

Bryan Davies, Group Service Manager – Planning and Performance (Adult Wellbeing) responded to questions from Councillor Henderson regarding the delayed discharge indicator. He referred to the shift from hospital care beds towards the community and reported that officers were looking at how resources could match that shift and at how resources could be allocated properly.

Councillor Goodfellow noted that many of these indicators were in terms of percentage of the population and queried the information source. Mr Vestri confirmed that in most cases the population estimates were based on the latest mid-year estimates from 2016 or 2017.

Decision

The Committee agreed to use the information provided in the report to consider whether any aspect of the Council's performance was in need of improvement or further investigation.

3. EAST LOTHIAN COUNCIL CONTACT CENTRE UPDATE

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) advising the Committee on the performance of the Council's Contact Centre.

Eileen Morrison, Service Manager – Customer Services, presented the report. She gave details regarding performance over the past three years. In relation to staffing, the Contact Centre had not had a full staffing establishment for some time, due to a variety of reasons. She reported that taking on calls for the Scottish Borders Council had increased the workload but additional staff had been recruited to address this. She outlined developments, including upgrading systems and the online customer platform. The Contact Centre had recently gone through an industry standard accreditation assessment. The Contact Centre had been at the forefront of development and would continue to grow its capacity.

Ms Morrison and Raymond McGill, Contact Centre Manager, responded to questions.

Councillor Henderson, in relation to the presentation of information, asked if this could be transferred into a report showing, given the resource issues, what capacity the Contact Centre was operating at. Mr McGill indicated this could be looked at for future reports. Ms Morrison added that Mr McGill and his team were working on changing rotas and increasing staff hours; previously most posts were part time. She added that all staff worked shifts, which could on occasions cause issues if personal circumstances changed.

Responding to Councillor Findlay, Ms Morrison confirmed that the Council did benefit financially from having taken on the call service for the Scottish Borders Council. In relation to whether providing this extra service had affected the service to East Lothian residents Mr McGill said that initially it had been challenging but staff numbers had been increased and there was now a larger team resulting in a stronger service for local residents.

In reply to the Convener's query, Mr McGill stated that the Contact Centre had been working to make itself as attractive as possible to other local authorities; he added that this Council and Aberdeen City Council were the only two councils monitoring for three local authorities. Ms Morrison informed Members that accreditation was very important, as when the Council bid for a contract it could state that industry standards were met.

Councillor Gilbert asked for further detail on recruitment campaigns, noting that on occasions there had been no suitable applicants. Mr McGill gave details of the background to those instances and details of the improvements that had been made to the selection process.

Mr McGill provided information in relation to recruitment of locum teachers in response to a query from Councillor Goodfellow.

Councillor Mackett asked if the My East Lothian App had taken some pressure off the Contact Centre. Mr McGill advised that this did not go through the Contact Centre; it was rather an alternative way for the public to report issues such as street lighting faults, etc.

Decision

The Committee agreed to note the performance of, and developments within, the Contact Centre.

Sederunt: Councillor Hoy left the Chamber.

4. CUSTOMER FEEDBACK REPORTING 2018/19

A report was submitted by the Depute Chief Executive (Resources and People Services) regarding the use of the Council's Complaints Handling Procedure for 2018/2019 (1 April 2018 to 31 March 2019) and to raise awareness of implemented and planned improved processes as result of trends seen in the reporting.

Kirstie MacNeill, Service Manager – People and Governance, presented the report, informing Members that the Customer Feedback Overview for 2018/19 showed that there had been a significant decrease in the number of complaints and an increase in the number of compliments. She drew attention to the Complaint Analysis detailed at section 3.10 of the report. She outlined the focus for improvement, explaining that moving forward there would be increased working between the Customer Feedback and FOI team and service areas to improve overall response times. She also highlighted service improvements resulting from feedback. Appendices 1 and 2 contained more detailed information.

Ms MacNeill and Susan Farrow, Team Leader – Customer Feedback and FOI, responded to questions from Members.

Ms Farrow confirmed, following a question from the Convener, that compliments were forwarded to the relevant service area.

Councillor Henderson queried the number of stage 2 complaints taken further; Ms Farrow advised that approximately 5% went forward to the Scottish Public Services Ombudsman.

Councillor Goodfellow asked for clarification on what constituted a comment, specifically in relation to the Roads Service. Ms Farrow stated that this could be people making suggestions for how a particular service could be improved or how different types of provision could be sought. Mr Reid added that one example in relation to the Roads Service was where residents had commented on the specifics of replacement lighting for a bridge.

Councillor Gilbert asked for a breakdown of the stage 2 complaints in the Education Service. Fiona Robertson, Head of Education, replied that the 31 complaints varied across a number of themes; composite classes, early learning and childcare, additional support needs, bullying and out of catchment requests. She added that no one theme was higher than another; she confirmed that officers did check for patterns of complaints.

Councillor Goodfellow praised the report, which demonstrated a decreasing number of complaints and an increasing number of compliments; this reflected the high quality service provided by staff across the Council.

Decision

The Committee agreed to note the report.

5.   WORK PROGRAMME

An updated Work Programme detailed the reports already scheduled for the Committee for the next committee session in 2019/20.

No additional reports were added to the work programme.

Signed   ....

          Councillor Lachlan Bruce
          Convener of the Policy and Performance Review Committee

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 9 October 2019

BY: Depute Chief Executive (Partnerships and Community Services)

2

SUBJECT: 2019/20 Q1 Performance and Key Performance Indicators Review Update

1 PURPOSE

1.1 To provide the Committee with information regarding the performance of Council services during Q1 2019/20 (April to June 2019) and an update on the review of Key Performance Indicators.

2 RECOMMENDATIONS

2.1 The Committee is asked to:

- Note that the indicators detailed in paragraphs 3.3 and 3.4 are being monitored to track whether the negative trends continue and require further improvement action

- Note that several new indicators have been reported in this quarterly report and work is ongoing to complete the review of indicators as detailed in paragraphs 3.5, 3.6 and 3.7

- Use the information provided in this report to consider whether any other aspect of the Council's performance is in need of further analysis.

3 BACKGROUND

3.1 The Council has an established set of Key Performance Indicators to help monitor progress towards the outcomes contained in the Council Plan and East Lothian Plan. The indicators are updated on a quarterly basis and the results are reported to the Policy & Performance Review Committee. Appendix 1 provides the results of the Key Performance Indicators for 2019/20 Q1 (April – June 2019).

3.2 Thirteen indicators are performing better than in the previous quarter (Q4, 2018/19), with an additional four at around the same level. Some of the indicators with positive trends that may be of particular interest to members include:

- CH03 – percentage of Homelessness assessments completed in under 28 days increased from 72% to 79%, just under the target of 80%

- RS01 – the average time (in days) for street lighting repairs fell from 13.99 days to 2.18 days, significantly lower than the target of 7 days

- T&SW11 – number of vehicles accessing recycling centres increased to 134,175 and is well above the target of 100,000

- EDSI_B11 – percentage of the population claiming Out of Work Allowance (Job Seekers Allowance/Universal Credit) fell to 2.7% and is now well below the Scottish average of 3.1%

- EBS01 and EBS02 – building warrant indicators have both improved since the previous quarter and are near their respective targets. {Note these are new indicators which replaced previous indicators – Average time to issue Building Warrants; and, % of Construction Compliance and Notification Plans fully achieved.}

3.3 Thirteen indicators performed at a lower level in this quarter than in the previous quarter, although some of these showed only a marginal decline; for example:

- CH02 – average number of days to re-housing from temporary (homeless) to permanent accommodation increased from 300 to 308 days; although it should be noted that the figure for Q1 2019/20 was significantly lower than the 414 figure from Q1 in 2018/19

- LPS01 – percentage spend with contracted suppliers fell from 79% in Q4 2018/19 to 78%

- HSCP AS01b – percentage of people aged 65+ with long term care needs receiving personal care at home fell slightly from 60.9% to 60.3% {Note this is a new indicator which replaced the previous indicator – % of people receiving intensive (more than 10 hours) care at home.}

3.4 Other indicators which have shown a negative trend since Q4 2018/19 that may be of particular interest to members include:

- HSCP_CJ01 - percentage of Community Payback Orders successfully completed fell from 86.7% in the previous quarter to 79.3% {Note this indicator is being reviewed as it is subject to significant variations that are outwith the control of the service (for example, a new Community Payback Order cannot be started and therefore completed until a current Community Payback Order is completed). An alternative indicator will be reported in future reports.}

- RS01 – average time to repair traffic light failures (hours:mins) increased from 7.39 in Q4 2018/19 to 13.41, although this is still well below the target of 48 hours

- SCL_SD01 and SCL_SD01 – number of attendances at indoor sports and leisure facilities and attendances at pools fell significantly compared to the previous quarter, although both are still well above their respective quarterly target. The main factor in the decline in attendance was the closure of the Aubigny Sports Centre from 23 April – 22 July

- BEN02 – average number of days to process a change in circumstances in Housing Benefits claims increased from 2.1 to 7.38 days due to a high volume changes in Q1 whilst the service was in process of recruiting two temporary staff.

3.5 As is noted above, following a review of the indicators being reported several of the indicators in this quarterly report have replaced indicators that were previously reported – HSCP AS01b, EBS01, and EBS02.

3.6 This quarter's report does not include Customer Contact Centre indicators as the indicators that have previously been reported have been revised following the report that was considered at the June 2019 Committee meeting. The new indicators will be included in the Q2 2019/20 report.

3.7 Further work is being carried out to review other indicators to ensure they are 'fit for purpose' and report meaningful data about a service's performance These include:

- HSCP_CJ01 – Community Payback Orders

- SCL_AS02 – flytipping incidences

- HSCP_CS04–CS07 – these indicators relating to Formal, Kin and Residential Care and home supervision, which are currently reported as rates per 1,000 children might be more meaningfully reported as rates per children in care/Looked After Children and currently do not have targets.

3.8 Any changes in indicators will be notified to Members in future quarterly reports.

4   POLICY IMPLICATIONS

4.1 Reporting performance helps the Council demonstrate that it is achieving Best Value in regard to 'Commitment and Leadership', 'Sound Governance at a strategic, financial and operational level' and 'Accountability'.

4.2 The scrutiny of performance by Elected Members is part of 'Commitment and Leadership'. The Best Value Guidance explains that the scrutiny of performance means, 'that members are involved in setting the strategic

direction for Best Value and there is a mechanism for internal scrutiny by members of performance and service outcomes.' Reporting the performance indicators for each service every quarter is intended to aid this process.

5   INTEGRATED IMPACT ASSESSMENT

5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6   RESOURCE IMPLICATIONS

6.1   Financial – none.

6.2   Personnel – none.

6.3   Other – none.

7   BACKGROUND PAPERS

7.1   Appendix 1: Key Performance Indicators, Q1

| AUTHOR'S NAME	Gary Stewart
DESIGNATION	Policy Officer
CONTACT INFO	gstewart1@eastlothian.gov.uk
DATE	09/10/2019

Appendix 1 - Council Plan Quarter Performance Report

Dates

| 30/06/2019 | ⌄ |

Key to Icons
RAG status

⭐	Performance within target
🟠	Performance within tolerance levels
🔺	Performance outwith target / tolerance levels
?	Missing data
!	No target
?!	No data or target

Growing Our Communities

Measure	Objective	Previous Value	Actual	Target	RAG	Trend	Comments
CH01 Number of homelessness cases	Increase community and individual resilience	195	193	250		✔	A revised approach to housing options advice is under development and this will be implemented towards end 2019/20, alongside a range of other measures in accordance with the proposed new homelessness prevention duty. It is anticipated that a new approach to homelessness prevention and housing options will support a reduction in the number of homeless presentations in the future.
CH02 Average number of days to re-housing from temporary (homeless) to permanent accommodation	Increase community and individual resilience	300	308	240 🔺		↑✗	The impact in the changes to the allocations policy has reduced the number of days to re-house from 414 this time last year to 308 in Q1. It is likely that figures will remain at similar levels for a further period and then reduce in the longer term.
CH03 % homelessness	Increase community	72.0	79.0	80.0 🟠		↗✔	New processes and procedures are

1

1

Measure	Objective	Previous Value	Actual	Target	RAG	Trend	Comments
assessments completed in under 28 days	and individual resilience						currently being developed to enable the 80% target to be met, exceeded and sustained in the longer term. More efficient and effective systems will be rolled out during 2019/20.
CLD01 Extent to which CLD learning opportunities have a positive effect on all - round development	Increase community and individual resilience	81	83	70 ★		✔	
EH01 % Food Hygiene high risk Inspections achieved	Increase community and individual resilience	100.0	100.0	100.0 ★		➡	
EH02 % of Food Standards high risk Inspections achieved	Increase community and individual resilience	100.0	0.0	0.0 ★			No high risk inspections due this quarter for food standards
EH04 % food businesses broadly compliant with food hygiene law	Increase community and individual resilience	94.0	94.0	93.0 ★		➡	
HSCP_CJ01 Percentage of Community Payback Orders successfully completed	Reduce crime and anti-social behaviour	86.7	79.3		!	✖	23 Successful completions out of 29 Orders ended
HSCP_CJ01b Number of Community Payback Orders	Reduce crime and anti-social behaviour	41	28				
RS01 Street lighting - repairs - average time in days	Better public transport and active travel	13.99	2.18	7 ★		✔	
RS02 Traffic lights - average time to repair failure (hours:mins)	Better public transport and active travel	7.39	13.41	48 ★		✖	
SCL_AS01 Percentage of Other Waste Recycled	Increase waste recycling	97.0	98.0	90.0 ★		✔	
SCL_AS02 Percentage of Green Waste & Beach Waste Recycled	Increase waste recycling	100.0	100.0	100.0 ★		➡	
SCL_AS03 Number of Flytipping incidences	Increase waste recycling	137	125	88 ▲		✔	
T&WS11 Number of vehicles	Increase waste	114660	134175	100000 ★		✔	Number of vehicles accessing the

Measure	Objective	Previous Value	Actual	Target	RAG	Trend	Comments
accessing recycling centres	recycling						Recycling Centres were higher in April and June than the previous year's quarter 1, but numbers in May were lower across all four sites, which was a record month with the highest number of vehicles since monitoring began.

Growing Our Economy

Measure	Objective	Previous Value	Actual	Target	RAG	Trend	Comments
EDSI_B01 Number of Business Gateway-Start ups	Support the growth of East Lothians economy	47	49	52.5	🟠	✓	Q1 currently at 23% of annual target. The number of adviser meetings with potential new starts is at 33% with a clear resistance to starting up in current uncertainty.
EDSI_B02 Percentage of Business Gateway-Start ups that are trading after 12 months	Support the growth of East Lothians economy	100.0	70.0	75.0	🟠	✗	Q1 information is based on 2 months of data instead of 3 months. This should be updated in the next quarter. Based on 2 months, 73% of start ups still trading after 1 year.
EDSI_B11 Number of jobs created by start ups assisted by Business Gateway	Reduce unemployment	58	53	58	🟠	✗	53 jobs have been created in the first quarter. Note slowdown in start ups due to BREXIT uncertainty.
EDSI_ELW02 Percentage of the population claiming Out of Work Allowance (JSA / Universal Credit)	Reduce unemployment	2.9	2.7	3.1	★	✓	% of claimants is now at 2.7. This is both under target and the Scottish Average of 3.1. As Universal Credit is rolled out within other councils, it is likely the Scottish Average will increase. There were 1730 claimants at the end of July.
LPS01 % spend with contracted suppliers	Support the growth of East Lothians economy	79.0	78.0	80.0	🟠	✗	

Growing Our People

Measure	Objective	Previous Value	Actual	Target	RAG	Trend	Comments
HSCP_CS01 Average number of Placements for looked after children	Improve the life chances of the most vulnerable people in our society	1.8	1.8			→	Placement stability is a key factor in positive outcomes for young people. There had been a reduction in the average number of placements an accommodated East Lothian child will experience in the last 3 years from 2.0 to 1.7 however in recent months the number has increased slightly.
HSCP_CS02 Percentage of children on Child Protection Register for more than 6 Months	Improve the life chances of the most vulnerable people in our society	21.4	23.0			↑✗	47 children on the register, with 11 on the register for more than 6 months at the end of June.
HSCP_CS03 Percentage of children who are re-registered within a 12 month period	Improve the life chances of the most vulnerable people in our society	0.0	1.3		!	n/a	
HSCP_CS04 Rate per 1,000 children in Formal Kin Care	Improve the life chances of the most vulnerable people in our society	1.8	2.1				Formal Kinship care is when a child or young person is looked after by family or friends under a looked after statute obviating the need for Foster Care or Residential Care. The number in formal kincare continues to remain well below the Scottish average of 4.0. The service is adopting measures to increase the number of children in formal kincare.
HSCP_CS05 Rate per 1,000 children in Foster Care	Improve the life chances of the most vulnerable people in our society	4.4	4.3				East Lothian has invested considerably over the last 2 years in attempting to expand our pool of foster carers.
HSCP_CS06 Rate per 1,000 children in Residential Care	Improve the life chances of the most vulnerable people in our society	1.8	2				There are 42 East Lothian young people in Residential Care. East Lothian has 13 places with two 6 bedded units and 1 specialist facility. External placements are being reviewed regularly and 10 young people have been identified to return to East Lothian before next year and work is ongoing in other areas to reduce the numbers.

5

5

Measure	Objective	Previous Value	Actual	Target	RAG	Trend	Comments
HSCP_CS07 Rate per 1,000 children on Home Supervision	Improve the life chances of the most vulnerable people in our society	3	2.6				There are 55 children on a Home Supervision requirement which is well below the national average.
HSCP AS01b Percentage of people aged 65+ with long term care needs receiving personal care at home	Reduce hospital admissions and delayed discharge of older people	60.9	60.3		!	↓✗	There has been no significant variation in the total percentage for this measure. This LGBF indicator is replacing the previous indicator regarding % of people receiving intensive care at home. The previous indicator included those individuals receiving greater than 10 hours of care at home, however this indicator captures individuals receiving any amount of care at home. Next quarter there could be a slight increase in percentage as the data will also include individuals recorded as receiving the 'Hospital to Home' service.
HSCP_01 Number of delayed discharge patients waiting over 2 weeks	Reduce hospital admissions and delayed discharge of older people	3	5	0 ▲		↑✗	The number of delayed discharge patients waiting over 2 weeks reflects a point in time measure and as such is likely to vary from one month to the next.
SCL_SD01 Number of attendances at indoor sports and leisure facilities	Tackle obesity in children	172019	156340	130000 ★		↓✗	A reduction in Q1 attendance compared to 171543 Q1 last year. The main reason for the downturn in attendance at both dry and wet facilities was the closure of the Aubigny Sports centre for a large part of Q1 (23rd April – 22nd July). In addition other contributing factors included: Increased Competition (Fitness Memberships); two weeks Easter Holidays falling in April impacted on coaching activity; and, several facilities were used as polling stations or for the count for the Haddington ward by-election and the European elections.

Measure	Objective	Previous Value	Actual	Target	RAG	Trend	Comments
SCL_SD02 Number of attendances at pools	Tackle obesity in children	130758	114249	110000	⭐	✗	Closure of the Aubigny Sports Centre (23 April – 22 July) contributed to the reduction in attendance at at pools in Q1

Measure	Object Name	Previous Value	Actual	Target	RAG	Trend	Comments
BEN01 Average time in days to process new claims in houisng benefit	Provide efficient services	19.14	22.13	26.00	★	↑✗	Jun 2019 New Claims processing performance well within performance target, (in spite of slight increase in applications received during quarter). Overall, new claims caseload remained significantly lower than higher volume changes of circs'.
BEN02 Average number of days to process a change of circumstances (Housing Benefit)	Provide efficient services	2.10	7.38	6.00	▲	↑✗	Jun 2019 Changes in Circ's processing performance fell short of performance target due to high volume of changes being received during period of depleted staffing resource, (prior to recruiting campaign for 2 temp' posts).
CF001 Percentage of invoices paid on time	Provide efficient services	85.8	88.1	90.0	●	↑✓	
EBS01 Percentage of first reports (for building warrants and amendments) issued within 20 days	Provide efficient services	57.0	84.0	95.0	▲	↑✓	New KPI to reflect information reported to Building Standards
EBS02 Percentage of building warrants issued within 10 days from receipt of all satisfactory informa	Provide efficient services	72.00	86.00	90.00	●	↑✓	New KPI to reflect information reported to Building Standards
REV06 Business Rates in-year collection	Provide efficient services	99.1	16.3	15.9	★		Business Rates collection during Q1 2019/20 continues to be strong when compared to previous year collection levels.
REV07 Council Tax in-year collection	Provide efficient services	96.9	28.2	28.4	●		Council Tax collection during Q1 2019/20 remains close to target In addition to this, we have also seen 219 new properties added to our Council Tax property base in Q1. Although collection is marginally below target, we have charged an additional £5m in Council Tax this

Measure	Object Name	Previous Value	Actual	Target	RAG	Trend	Comments
							financial year. We have also secured an additional £1m in payments at end Q1 2019/20 compared to the same period in 2018/19.
REV08 Value of current tenants rent arrears	Provide efficient services	1,447,303.6	1,373,780.9	1,372,303.6	🟠	↙	Rent collection was adversely affected in April and May 2019, due to Universal Credit claimants having to report their increased housing costs to DWP directly (5% annual increase). DWP will not accept the new annual rent charge information from a landlord, but insist on individual claimants updating their UC online journal with their new rent costs for the forthcoming financial year. This cannot be done in advance, it must be carried out on the effective date of change, or within a claimant's assessment period. This process is likely to change in April 2020 as DWP work towards an automated upload. Despite a difficult couple of months during April and May, after the rent charge break at end June, we are very pleased to report an overall in-year reduction in debt of £73,522.70, marginally over the arrears target set.

East Lothian Council

REPORT TO: **Policy and Performance Review Committee**

MEETING DATE: 9 October 2019

BY: Depute Chief Executive (Partnerships and Community Services)

3

SUBJECT: Top 50 Council Plan Indicators – First Annual Report, September 2019

1 PURPOSE

1.1 To provide the Committee with the first annual report on the Top 50 Council Plan Indicators.

2 RECOMMENDATIONS

2.1 The Committee is asked to:

- Note that the first annual report of the Top 50 Council Plan Indicators.

- Use the information provided in this report to consider whether any other aspect of the Council's performance is in need of further analysis.

3 BACKGROUND

3.1 The Council adopted a revised Continuous Improvement Framework (Improvement to Excellence) in March 2019. In adopting the new framework Council acknowledged that accurate, high quality, timely and comprehensive performance data is essential to the effectiveness of the Council's Improvement Framework. A key part of the new framework was the adoption of a set of Top 50 Council Plan Indicators as the set of indicators that monitor progress in achieving the Council Plan's strategic goals and key commitments. A sub-set of 10 of these indicators was identified to show at a glance how the Council is performing in achieving the Council Plan

3.2 Appendix 1 provides the first annual report of the Top 50 indicators mapped against the Council Plan's themes, objectives and Strategic Goals. Appendix 2 provides the Top 10 indicators.

3.3 It should be noted that five indicators do not have a 2018/19 update as the data is not yet available. The three attainment related data (indicators 12-15) will not be available until the publication of the national education performance report for the 2019 exam results in November. Data for the child obesity measure (indicator 24) has to be verified. The annual carbon emissions data (indicator 39) will be published in October.

3.4 Analysis of the Top 50 indicators shows that of the 45 indicators for which we have 2018/19 data – 30 (67%) show positive trends from the 2017/18 or 2016/17 baseline and/ or are already at their target {these are shown in green}, three (7%) have not improved from their baseline and not made progress towards meeting their target {amber}, and twelve (27%) have declined {red}.

3.5 Appendix 2 shows that of the nine Top 10 indicators for which there is up-to-date data, seven have improved and / or on target, one is amber, one is red.

3.6 The table below provides a breakdown of the performance of indicators in each of the four Council Plan themes – Growing our Economy, Growing our People, Growing our Communities and Growing our Capacity.

Table 1: Comparison of 2018/19 performance with 2017/18 or baseline

Number and proportion of indicators where between the baseline and 2018/19:		
Performance has improved or is at or above target (Green)	Performance has remained unchanged / may not reach target (Amber)	Performance has declined (Red)
Growing our Economy		
9	0	2
82%	0	18%
Growing our People		
7	1	6
50%	7%	43%
Growing our Communities		
7	2	2
64%	18%	18%
Growing our Capacity		
7	0	2
78%	0	22%

Growing our Economy

3.7   Nine of the 11 indicators relating to the Growing our Economy theme and strategic goals have improved and only two have declined. The two that declined are:

- 8 – % of procurement spent on local small/ medium enterprises fell from 21% in 2017/18 to 19% in 2018/19, which is below the 22% target. The overall spend on local businesses remained the same as in the previous year, however the total spend which included a significant increase in capital expenditure, partly due to the new Wallyford Primary school, increased which meant that the proportion of spend on local businesses fell. Benchmarking with other similar councils suggests that our performance is in line with these authorities (Midlothian – 18%; Clackmannanshire – 15.5%; East Renfrewshire – 9%). Further work is being undertaken to review the data including identifying companies which may have a base in East Lothian but are headquartered elsewhere so currently do not show up as 'local' businesses. The council is working with Scotland Excel on a procurement improvement strategy.

- 9 – the town centre vacancy rate increased from 6.1% to 8.4%, although this is well above the Scottish average. The increase reflects the difficulties faced by 'high street' shops and recent closures or moving of some businesses which have created vacancies that have not yet been filled.

Growing our People

3.8   Seven of the indicators relating to the Growing our People theme have improved, one is at amber and six have declined. Amongst the improving indicators the most notable are:

- 15 – the school exclusion rate for both Secondary and Primary School pupils halved from 34% in 2017/18 to 17% in 2018/19

- 18 – the % of Looked After Children who feel settled where they live increased from 72% to 92%

- 26 – the number of days people spend in hospital when they are ready to be discharged fell from over 10,500 to under 8,000

- 28 & 29 – two of the Scottish Government's indicators of child poverty show that poverty in East Lothian is declining and is already lower or around the targets set for 2023.

3.9   The amber indicator is 27 – Emergency unplanned hospital admissions (27) – for which the latest data (6,640 in Q1-Q3 2018/19) suggests that the target may not be met in the full year.

3.10   Some of the declining indicators under the Growing our People theme include:

- 16 – the % participation rate for 16-19yr olds (the measure of positive destinations for school leavers) fell slightly from 94.7% to 94%, although it is still above the Scottish average and only 1% below the target of 95%

- 17 – the % of young people receiving 'After Care' (for whom a destination is known) who are in a positive destination, fell from 49% to 37%

- 19 and 21 – % of under 65yr olds and 65+ with long-term care needs receiving personal care at home have both fallen in the last year by just under 5%.

Growing our Communities

3.11 Seven of the indicators relating to the Growing our Communities theme have improved, whilst two have remained the same and two have declined. The indicators that have performed well include:

- 30 – the % of citizens who 'Strongly Agree' and 'Tend to Agree' that 'My council is good at listening to people's views before it makes decisions (excluding 'Don't Know' responses) increased from 47% in the February 2017 Residents' Survey to 60% of the respondents in the June 2019 survey

- 31 – the % of citizens who say their neighbourhood is a 'Very Good' and 'Good' place to live remained at the very high level of 98% between the 2017 and 2019 Surveys

- 40 – the % of citizens who feel 'Vary Safe' and 'Fairly Safe' walking alone in their local area after dark increased from 85% to 94% between the 2017 and 2019 Surveys

- 41 – the number of anti-social behaviour complaints reported to Police Scotland and the council fell slightly from 6,850 in 2018/19 to 6,711 in 2018/19.

3.12 The two amber indicators are:

- 34 – the number of affordable house completions (137) was just below the 2018/19 target of 147 due to a delay in handover of 10 units which was not in the council's control. With the start of work on these delayed sites and projected house building starts in the next two years, the five-year (2018-2023) target of 945 should be met

- 38 – the % of total household waste that is recycled remained at 53%, which is still above the Scottish average but has not progressed towards the nationally set 2025 target of 70%.

3.13 The two communities related indicators that have shown a downward trend are:

- 35 – the average number of days to re-let properties increased from 28.1 days to 39.9 days. Community Housing and Property Maintenance teams have been reviewing the Voids Policy and associated procedures and took measures to reduce the number of long term voids. This had a concomitant increase in the average days to re-let properties in 2018/19. The full implementation of these changes, continued operational improvements and closer scrutiny of voids will see improvements in turnaround time going forward

- 36 – the average time taken to complete non-emergency repairs increased from 7.2 days to 9 days. The number of non-emergency repairs increased by 8% and there were some frontline and back office staff vacancies and absences that contributed to the reduction in performance. The last quarter of 2018/19 showed improvement, which if carried forward into 2019/20 will see this indicator reverting back to an underlying norm below the Scottish average.

Growing our Capacity

3.14 Seven of the indicators relating to the Growing our Capacity theme have improved and two have declined.

3.15 Three of the improving indicators (42, 43 & 44) relate to the development of on-line and digital services – the proportion of non-Direct Debit payments undertaken on line; the number of on-line form transactions completed on the website; and the number of care at home clients with Community Alarm, telecare, or stand-alone telecare devices. These indicators will continue to be monitored to show the impact of the roll out the new online customer portal service and telecare services.

3.16 Other improving indicators in the Growing our Capacity theme include:

- 46 – days lost due to absence per full time equivalent employee fell from 10.57 in 2017/18 to 10.2 in 2018/19

- 48 – gross rent arrears as a % of rent due for the reporting year fell from 9.3% to 7.7%.

3.17 The two capacity indicators that are shown as red are:

- The % of employees agreeing that the council is a great place to work fell by 1% from 77.6% in 2017 to 76.7%. The next employee engagement survey takes place in November 2019 and this will be monitored to see whether the decline is a long term trend or has been reversed

- 50 – the budget out-turn was as underspend of 1.37% which was slightly higher than the target of being 1% within budget.

4   POLICY IMPLICATIONS

4.1   Best Value places a duty on the council to monitor and report performance on a regular basis in order to enhance accountability and to show how it is meeting its continuous improvement duty.

4.2   There are not policy changes proposed as a result of this report.

5   INTEGRATED IMPACT ASSESSMENT

5.1   The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6   RESOURCE IMPLICATIONS

6.1   Financial – none.

6.2   Personnel – none.

6.3   Other – none.

7   BACKGROUND PAPERS

7.1   None.

Appendix 1: Top 50 Council Plan Indicators, September 2019

Appendix 2: Top 10 Council Plan Indicators, September 2019

AUTHOR'S NAME	Paolo Vestri
DESIGNATION	Service Manager, Corporate Policy & Improvement
CONTACT INFO	pvestri@eastlothian.gov.uk
DATE	3rd October 2019

Appendix 1: Top 50 Council Plan Indicators, September 2019

(Top 10 indicators are numbered T.1 – T.10)

Growing our Economy						
Strategic Goal/ Outcome		**Indicator**	**Baseline 2016/17**	**2017/18**	**2018/19**	**Target 2022**
Reduce Unemployment (SG1)	1. (T.1)	Job density – proportion of people of working age (16-64) in employment in East Lothian (including employed and self-employed) (2016 – 35,000 / 65,000)	0.55 (2016)	N/A	0.56	0.60
	2.	Claimants in receipt of out of work benefits (% of pop aged 16-64)	N/A	2.9% (Mar 2018) (S.av: 2.5%)	2.7% (June 2019) S. av: 3.1%)	0.5% below S. average
	3.	Number of businesses accessing (assisted by) support services; including Business Gateway, East Lothian Works, SDI, and SDP	237	350	552	400
Improve the employability of East Lothian's Workforce (SG2)	4.	Number of people participating in EL Works operated or funded employability programmes	520	384	463	400
	5.	% of people that have participated in Council operated/ funded employability programmes who have progressed into employment	21.3% (111 from 520)	19% (67 from 384)	22.7% (105 from 463)	19%
	6. (T.2)	Business base – number of businesses	3,135 (2016)	N/A	3,180 (2018)	3,300

Support the growth of East Lothian's economy	7.	Business Gateway start-ups per 10,000 pop	21.7 (236)	19.55 (210)	19.85 (210)	210
	8.	% of procurement spent on local small/ medium enterprises	23.1%	21%	19%	22%
	9.	Town Centre vacancy rate	5.6%	6.1%	8.4%	5%
Maximise use of land identified for business growth	10.	Land supply immediately available for business growth (sqmt)	55,000	55,000	103,000	155,000 as identified in LDP
Support the faster roll out of Superfast Broadband	11.	% of East Lothian properties with Superfast Broadband (30Mbps - National target)	85%	88%	91%	100%
Growing our People						
Reduce the attainment gap (SG3)	12	% of pupils from deprived areas gaining 5+ awards at level 5	35%	31%	Available Nov 2019	S. Average (42%)
Raise the attainment of our children and young people (SG4)	13.	% of school leavers attaining literacy and numeracy at SCQF Level 5 or above	63.2%	61.3%	Available Nov 2019	S. Average (67.1%)
	14. (T.3)	% of school leavers attaining 3 or more SCQF at Level six	50.4%	50.4%	Available Nov 2019	S. Average (50.3%)
	15.	School exclusion rate per 1,000 pupils – Secondary and Primary	35.9	34.14	16.8%	S. Average (26.8)
Meet stretching positive destination targets	16.	% participation rate for 16-19yr olds	93.1%	94.7%	94%	95%
Improve the life chances of the most	17. (T.4)	The % of young people receiving After Care, for whom a destination is	N/A	49% (34 out of 69)	37% (27 out of 73)	53% (2020)

vulnerable people in our society – vulnerable children (SG5)		known, who are in a positive destination (i.e. Employment, Training or Education)				
	18.	% of Looked After Children who feel settled where they live (8-17yr olds)	N/A	72%	92%	85% (2020)
Improve the life chances of the most vulnerable people in our society – vulnerable adults (SG5)	19.	% of under 65 with long-term care needs receiving personal care at home	N/A	78%	74.64%	Target to be agreed by IJB
	20.	% of all under 65 non-residential service users receiving care under SDS Options 1, 2 and 3	N/A	65%	68.6%	Target to be agreed by IJB
Improve the life chances of the most vulnerable people in our society – older people (SG5)	21. (T.5)	% of 65+ with long-term care needs receiving personal care at home	63.5%	63.9%	60.9%	Target to be agreed by IJB
	22.	% of all 65+ non-residential service users receiving care under SDS Options 1, 2 and 3	N/A	21%	18.5%	Target to be agreed by IJB
Enable provision of 1140 hours of early learning and childcare for all 3 & 4 yr olds	23.	% of eligible 3 & 4 yr olds accessing 600 hours of early learning and childcare (1140 hours from 2020)	N/A	99%	98%	99%
Take concerted action to tackle obesity in children	24.	% of children in Primary 1 who are overweight or obese using epidemiological ('at risk') and clinical ('critical') measurements	At risk: 22% Critical: 15.6%	N/A	N/A	At risk: 18% Critical: 13% (2020)
	25.	% of primary school pupils benefitting from at least 2 hours per week of physical education and	100%	100%	100%	100%

		% of secondary school pupils (S1 to S4) benefitting from two periods of P. E. per week				
Continue to develop services that aim to reduce hospital admissions and delayed discharge of older people	26.	Number of days people spend in hospital when they are ready to be discharged (18+) The published information by ISD for 2018/19 is provisional as a result of information not being fully verified. As the information is verified, this information will be updated in due course	14,762	10,688 (Target: 9,677)	7,839	7,381 (Proposed 2019/20)
	27.	Emergency/ Unplanned hospital admissions (18+)	7,650	8,242 (Target: 7,268)	6,640 (Q1-Q3 2018-19) Data for Q4 still not complete	7,268 (Proposed 2019/20)
Reduce Inequality/ Poverty	28.	% of children in families with limited resources 'living in a household whose income is less than 70% of median net household income and experiences material deprivation'	N/A	8% (2014-16)	5% (2014-17)	6.5% (2023) National targets – 8% by 2023; 5% by 2030
	29.	% of children living in households with less than 60% of median net household income after housing costs	N/A	18.9% (Sept 2017)	17% (March 2018)	16% (2023) National targets – less than 18% by 2023; less than 10% by 2030
Growing our Communities						
Extend community engagement and	30. (T.6)	% of citizens who 'Strongly Agree' / 'Tend to Agree' My Council is good at	47% (Feb 2017)	N/A	60% (June 2019)	50% (2021)

decision making (SG6)		listening to people's views before it makes decisions (excluding Don't Knows)				
Increase community and individual resilience (SG7)	31. (T.7)	% of citizens who say their neighbourhood is a 'Very Good' / 'Good' place to live	98% {VG: 74.3% G: 23.6%} (Feb 2017)	N/A	98% {VG: 73.3% G: 24.6%} (June 2019)	Maintain levels
	32.	Proportion of Community Councils with local Community Resilience Plans	10%	25%	40%	75%
	33.	% of citizens who 'Strongly Agree' and 'Tend to Agree' they can rely on a friend/ neighbour to help	91% (Feb 2017)	N/A	92% (June 2017)	Maintain levels
Maximise opportunities to increase the supply of affordable housing	34. (T.8)	Number of affordable house completions and Open Market Acquisitions	628 (2012-2017)	294 (2017/18)	137 + 25 OMAs (2018/19)	945 (2018-2023)
	35.	Average number of days taken to re-let properties	N/A	28.1	39.9	24
	36.	Average time taken to complete non-emergency repairs	12.8	7.2 days	9.0	7.2 days (2018/19)
Better and more effective public transport	37.	Number of bus service routes and timetabled journeys	N/A	36 routes and 2,949 timetabled journeys	36 routes and 2,949 timetabled journeys	Maintain number of routes and journeys
Increase waste recycling to meet the 2025 target	38.	% of total household waste that is recycled (national targets)	51.8%	53.1%	53.1%	70% (2025)

Work closely with partners to meet our commitment to Climate Change targets	39	East Lothian Council's corporate annual carbon emissions (tonnes CO2e) Note this dataset does not include Fleet data which will be added in future years	17.610 tonnes CO2e (Does not include Fleet data)	17,204 tonnes CO2e (Does not include Fleet data)	Available Oct 2019	To be confirmed in the Climate Change Strategy
Support initiatives to reduce crime and anti-social behaviour	40.	% of citizens who feel 'Very Safe' and 'Fairly Safe' walking alone in their local area after dark	85% {VS: 51% FS: 34%} (Feb 2017)	N/A	94% {VS: 64% FS: 30%} (June 2019)	Maintain levels
	41.	Number of anti-social behaviour complaints reported to Police Scotland and the Council	N/A	6,850	6,711	7,625 (2018/19) 2% reduction each year

Growing our Capacity						
Deliver transformational change (SG8)	42. (T.9)	Proportion of non-Direct Debit payments, including school payments, undertaken online (at 31st March) Target to be determined following introduction of new Online Customer Portal	27.2%	34.73%	51.53%	To be determined
Harness the opportunities technology offers in the provision of services (SG9)	43.	Number of on-line form transactions completed on Council website Target to be determined following introduction of new Online Customer Portal	N/A	6798 (Apr-Dec 2018)	11,034 (Apr 2018 – Mar 2019)	To be determined
	44.	Number of care at home clients with Community Alarm, telecare or stand-alone telecare devises	N/A	N/A	2,715 (Jan 2019)	Target to be agreed by IJB

Adopt a Workforce Plan / improve attendance management (reduce staff absence)	45.	% of employees agreeing that the Council is a great place of work	77.6% (Feb 2017)	N/A	76.7% (Oct 2018) {next survey Oct 2019}	80%
	46.	Days lost due to absence (FTE)	9.74	10.57	10.2	9.5
Maintain the current rigorous approach to controlling expenditure, ensuring that it continues to 'live within its means' by operating as efficiently as possible	47.	% of income due from Council Tax received by the end of the year	97.6%	97%	96.9%	97%
	48.	Gross rent arrears *(all tenants)* as at 31 March each year as a percentage of rent due for the reporting year	9.4%	9.3%	7.7%	9%
	49. (T.10)	% of citizens who 'Strongly Agree and 'Tend to Agree' that My Council does the best it can with the money available (excluding Don't Knows)	84% (Feb 2017)	N/A	84% (June 2019)	Maintain level (2021)
	50.	Budget out-turn within 1% of budget	N/A	0.2% underspend	1.37% underspend	1%

Appendix 2: Top 10 Council Plan Indicators, September 2019

		Indicator	Baseline 2016/17	2017/18	2018/19	Target 2022
T.1		Job density – proportion of people of working age (16-64) in employment in East Lothian (incl. employed and self-employed)	0.55 (2016)	N/A	0.56	0.60
T.2		Business base – number of businesses	3,135 (2016)	N/A	3,180 (2018)	3,300
T.3		% of school leavers attaining 3 or more SCQF at Level six	50.4%	50.4% (S. Av: 50.3%)	Available Nov 2019	S. Average
T.4		The % of young people receiving After Care (for whom a destination is known) who are in a positive destination	N/A	49%	37%	53% (2020)
T.5		% of 65+ with long-term care needs receiving personal care at home	63.5%	63.9%	60.9%	To be determined
T.6		% of citizens who 'Strongly Agree' / 'Tend to Agree' My Council is good at listening to people's views before it makes decisions (excluding Don't Knows)	47% (Feb 2017)	N/A	60% (June 2019)	50% (2021)
T.7		% of citizens who say their neighbourhood is a 'Very Good' / 'Good' place to live	98%	N/A	98%	Maintain levels
T.8		Number of affordable house completions and Open Market Acquisitions	628 (2012-2017)	294 (2017/18)	137 + 25 OMAs	945 (2018-2023)
T.9		Proportion of non-Direct Debit payments, including school payments, undertaken online (% as at end 31st March)	27.2%	34.73%	51.53%	To be determined
T.10		% of citizens who 'Strongly Agree and 'Tend to Agree' that My Council does the best it can with the money available (excluding Don't Knows)	84% (Feb 2017)	N/A	84% (June 2019)	Maintain level

East Lothian Council

REPORT TO: Policy Performance and Review Committee

MEETING DATE: 9 October 2019

BY: Depute Chief Executive (Partnerships and Community Services)

4

SUBJECT: Roads Asset Management - Annual Status and Options Report

1. PURPOSE

1.1 This report presents a summary of the council's road assets. It:

- Describes the status of the asset, its current condition, and performance;
- Defines the value of the assets;
- Details the service that the asset and current budgets are able to provide;
- Presents the options available for the future.

1.2 In accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Transport Infrastructure Assets, road assets are split in to 6 distinct Asset Groups: Carriageways; Footways and Cycleway; Street Lighting Status; Structures; Traffic Management Status and Street Furniture.

1.3 This report advises on Carriageways, Footways, Street Lighting, Traffic Management Systems and Electric Vehicle (EV) Charging Points that are referenced in Appendix A - Status and Options Report 2019.

2. RECOMMENDATIONS

2.1 It is recommended that the Policy and Performance Review Committee notes the content of the report and operational recommendations.

3. BACKGROUND

3.1 East Lothian Council in conjunction with the Society of Chief Officers for Transportation Scotland (SCOTS) have commissioned Atkins to assist in the development of an Asset Management Framework. Atkins will assist with the delivery of a structured approach to Roads Asset Management Planning, in line with Central Governments financial reporting requirements. It will also be compliant with International Financial Reporting Standards (IFRS) and meet the needs of Whole of Government Accounts (WGA).

3.2 This report complements the Road Asset Management Plan (RAMP). It provides information to assist with budget setting for the Roads Infrastructure Asset Groups.

3.3 The status of the Asset Group is provided in terms of current condition, investment options, outputs that are deliverable and the standards being achieved.

3.4 The report considers the following options:

- No investment;

- A continuance of current funding levels;

- The predicted cost of maintaining current condition;

- A 5-year increase in investment (Carriageways Only).

3.5 The report adopts the ethos of Long-Term Forecasts as Road Assets deteriorate slowly. The impact of a level of investment cannot be shown by looking at the next couple of years. The report includes 20 yr. forecasts to enable decisions to be taken with an understanding of their long-term implications.

3.6 To reflect continuing budgetary pressures the report contains an assessment of the impact for each option presented. In some instances, however the level of detail of assessment is currently hindered by an absence of data. Commentary on data accuracy is provided in Appendix A.

Carriageways

3.7 The Carriageway long-term condition trend suggests a 'steady state' picture. However, the network condition has marginally deteriorated over the years. (Fig 1.2)

3.8   The costs of Planned Maintenance – Corrective Treatments, in particular Carriageway Reconstruction, are prohibitive. A Preventative Treatment approach should mitigate the need to invest significantly, if interventions are timed appropriately.   Short-term under-investment could result in major long-term expenditure necessary to rectify major defects which could have been addressed earlier.

3.9   Whilst additional investment was made in 19/20 the overall level of planned investment will not completely address the cumulative deterioration within the Road Asset. Although through prudent management of resources and an adoption of a Preventative Maintenance Strategy, a slower deterioration of the Asset is achieved, we recommend additional investment to ensure a steady state to maintain existing road conditions.

3.10   The Annualised Depreciation of the Asset is calculated to be £10,102,436 (Table 1.1), and the current level of investment is £3,900,000 on preventative treatments, which leads to a sustained deterioration of the carriageway.

3.11   An analytical assessment of Carriageway Options provides a review of potential treatment strategies, and it is recommended to Adopt **Option 3 Steady State** and maintain the preventative maintenance strategy in order to best utilise the monies available.

3.12   Although this will mean an increase in the use of surface dressing and slurry treatments, negative feedback from residents is likely to be low and short lived due to the advances in materials currently used and the limited seasonal duration of the works.

Footways

3.13   Footway survey data is over 5 years old and needs to be updated. A more regular assessment of the footway network condition is required to understand and monitor deterioration over the longer term. A review of our current procedures is ongoing to address this backlog of data collection.

3.14   Only 3% of footways are regarded to be Condition 4 – Major deterioration (Figure 2.2).

3.15   Investment in 2018/19 is below the steady state figure and this also includes cycle / footpath improvements that have been invested on existing infrastructure. The annualised depreciation of the footway asset is calculated to be £2,302,743. (Table 2.1)

3.16 An analytical assessment of Footway Options (Section 2.1) provides a review of potential treatment strategies. It is recommended to adopt **Option 4 – Minimising Deterioration.**

3.17 This Option will remove major deterioration (condition four) in year one, reduce minor deteriorated footways (condition three) and potentially aid in data collection.

Street Lighting

3.18 There is currently a high growth in the street lighting asset base due to the upturn in housing land development. Approximately 2000 assets are currently in the adoption pipeline, with more to follow every year.

3.19 A significant amount of Street Lighting Columns (33%) has exceeded their expected service life (ESL).

3.20 Only the 15% of the Street Lighting Luminaires have exceeded their ESL.

3.21 Investment in the Street Lighting stock has increased but is well below the annualised depreciation value (ADC), leaving an annual maintenance backlog of column and luminaire renewal.

3.22 Energy costs are expected to increase despite mitigation by procurement arrangements and the installation of LED luminaires. Whole sale energy prices are determined by the marketplace, which is influenced by the mix of power generating options, renewables, energy security, network growth, investment and regulations make the energy landscape difficult to predict. Consequently, a pessimistic bias should be catered for.

3.23 An assessment of Street Lighting Columns and Luminaire renewal options provides an overview of potential treatments and strategies. It is recommended to adopt **Option 4 for Column renewal and Option 2 for Luminaire renewal.**

Traffic Management Systems

3.24 The Traffic Management System Assets have increased by 10% in the last 5 years.

3.25 The majority of Traffic Signal equipment (94%) is within their expected service life. The ones that have exceeded their expected service life have been inspected and its working condition is considered to be satisfactory.

3.26 The annualised depreciation of the Traffic Management System asset is calculated to be £108,800 (Table 4.1).

3.27 An assessment of Traffic Management Systems Options and provides an overview of potential strategies. It is recommended to adopt **Option 1- Current Level of Investment**.

EV Charging Points (Street Furniture)

3.28 There is currently a high growth in the EV Charging Point Assets through funding obtained from different organisations including, Transport Scotland and the Office of Low Emission Vehicles (OLEV).

3.28 All chargers are inspected and serviced annually. All assets are covered by warranty and maintenance packages, they are therefore in a very good condition.

3.29 All chargers will be managed to remain in a safe, operable condition for a minimum of 10 years, in order to be compliant with the 100% Grant Funding conditions.

4 POLICY IMPLICATIONS

4.1 None

5 EQUALITIES IMPACT ASSESSMENT

This report is not applicable to the well-being of equalities groups and an Equalities Impact Assessment is not required.

6 RESOURCE IMPLICATIONS

6.1 Financial – none.

6.2 Personnel – none.

6.3 Other – none.

7 BACKGROUND PAPERS

7.1 None.

AUTHOR'S NAME	Peter Forsyth
DESIGNATION	Asset and Regulatory Manager
CONTACT INFO	Eleni Gigourtaki – Ext. 7540
DATE	September 2019

ROADS INFRASTRUCTURE

Appendix A

Status and Options Report 2019

TABLE OF CONTENTS

1.0 CARRIAGEWAY STATUS

Road Length

A Class Roads	95.2 km
B Class Roads	169.4 km
C Class Roads	222.9 km
Unclassified Roads	428.7 km

(as of April 2017)

Road Condition

The condition of the Roads is measured by the Scottish Road Maintenance Condition Survey (SRMCS) that assesses parameters such as, ride quality, rut depth, intensity of cracking, texture depth and edge condition. This provides an indication of the residual life of the road structure.

The Road Condition Index (RCI) is a measure of the percentage of our roads that require attention.

Green - an RCI score <40 - where the carriageway is generally in a good state of repair;

Amber - an RCI score ≥40 and <100 - where some deterioration is apparent which should be investigated to determine the optimum time for planned maintenance treatment;

Red - an RCI score ≥ 100 - where the carriageway is in poor overall condition which is likely to require planned maintenance soon (ie within a year or so).

The RCI graph to the top left shows the trend over the last years, overall condition in Blue and poor RCI in Red.

Historically investments in Roads across the UK has been low, which has an impact on the overall condition of the Road Network.

Road Valuation

The Gross Replacement Cost and Depreciation Values for the carriageway can be seen in Table 1.1. The annualised depreciation of £10.102m represents the average amount by which the asset will depreciate in one year if there is no investment in renewal of the asset.
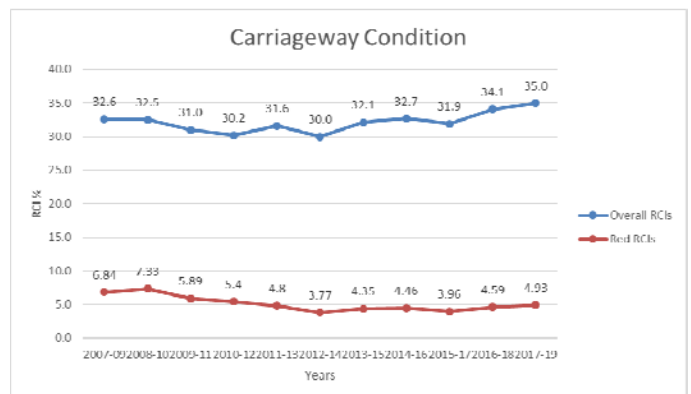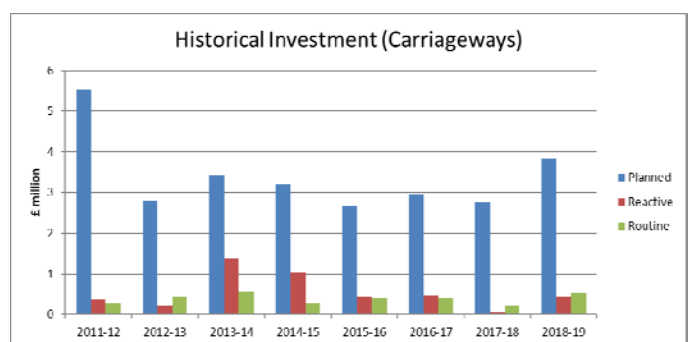

Figure 1.1

Figure 1.2

Figure 1.3

Table 1.1

Carriageway Valuation			
Road Classification	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Cost
Principal (A) Roads (Urban)	£51,643,080	£47,533,572	£385,978
Principal (A) Roads (Rural)	£92,284,347	£81,719,588	£1,000,167
Classified (B) Roads (Urban)	£47,035,939	£43,444,111	£351,933
Classified (B) Roads (Rural)	£137,186,785	£116,906,392	£1,752,692
Classified (C) Roads (Urban)	£17,984,518	£16,360,182	£163,529
Classified (C) Roads (Rural)	£135,344,057	£114,348,126	£1,893,572
Unclassified Roads (Urban)	£222,117,976	£193,078,426	£3,348,270
Unclassified Roads (Rural)	£96,007,188	£82,682,460	£1,206,294
Total	£799,603,890	£696,072,856	£10,102,436

1.1 CARRIAGEWAY INVESTMENT OPTIONS

1 – NO INVESTMENT

Zero investment would lead to severe deterioration, with 78.85% of the carriageway requiring attention after 20-years. The volume of reactive temporary repairs would rise rapidly, year on year, as would public liability claims. With this level of investment, customer satisfaction levels will decrease significantly.
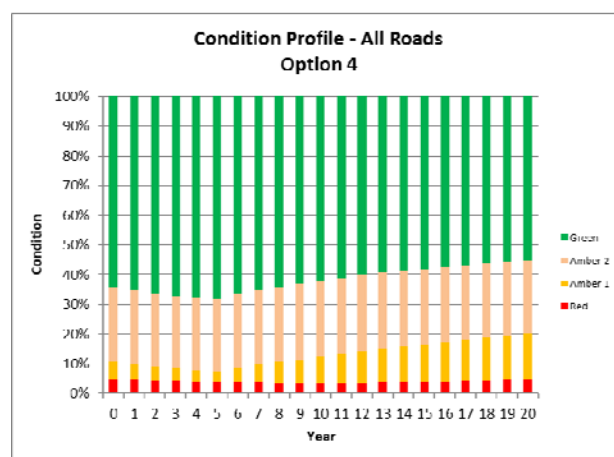
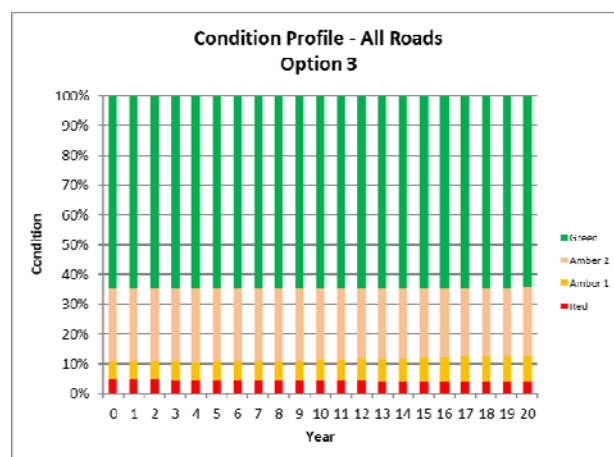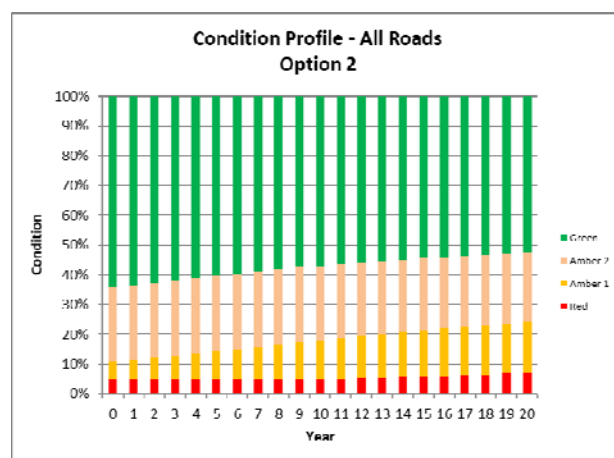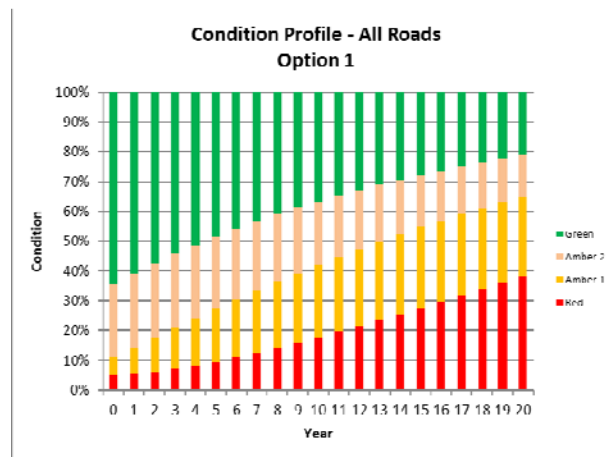## 2 – CURRENT LEVEL OF INVESTMENT

An annual capital investment of £3.9m would lead to sustained deterioration, with 47.46% of the carriageway requiring attention after 20-years. The volume of reactive temporary repairs would steadily rise, year on year, as would public liability claims. With this level of investment, customer satisfaction levels will decrease significantly decrease.

3 – STEADY STATE

An annual capital investment of £4.5m would maintain existing Road Condition of 35.7%. The volume of reactive temporary repairs, public liability claims and levels of customer satisfaction can also be expected to be maintained. The road will still be vulnerable to significant deterioration in the event of a severe winter.

4 – £30m INVESTMENT OVER 5 Yrs

An annual capital investment of £6m would lead to significant improvement, with only 35% of the carriageway requiring attention after 5 years. The volume of reactive temporary repairs would significantly reduce, as would public liability claims. Customer satisfaction levels would improve significantly. However, a slow deterioration would start after 5 years if the initial level of investment was adopted, with 44.81% of the roads requiring attention after 20-years.

Condition Profile - All Roads
Option 1

Condition Profile - All Roads
Option 2

Condition Profile - All Roads
Option 3

Condition Profile - All Roads
Option 4

44

1.2 CARRIAGEWAY
KEY ASSET ISSUES

45

Structural Vulnerability

The survey indicates that 23.6 km of the rural public roads in East Lothian are of a poor condition and require immediate investigation and possible treatment.

Additionally, severe winter weather conditions (impairment) would significantly accelerate damage to the carriageway network.

Level of Investment

The level of investment on public roads in East Lothian has not been sufficient to limit the decline in the overall condition of the network. Appropriate investment can achieve a well-managed road network (Figure 1.1).

2.0 FOOTWAY STATUS

Footway Length

Bituminous	438.9 km
Slabs / Flags	15.7 km
Natural Stone	6.8 km
Concrete	20.0 km
Blocks	0 km

Total Footway Length = 481.3 km *
(* as 2013)

The condition of the footway asset is obtained using the East Lothian Footway Condition Assessment Process. This is an aging asset which will have longer-term investment requirement (Figure 2.1).

The condition referred to is the 2013/14 assessment. There has been no change between financial years.

The level of condition is considered good with only 3% of footways with major deterioration (Condition 4).

Condition Band Descriptions
Condition 1 – As New
Condition 2 – Aesthetically Impaired
Condition 3 – Minor Deterioration
Condition 4 – Major Deterioration

Footway Valuation

The Gross Replacement Cost and Depreciation Values for the footway can be seen on the table on the right. The annualised depreciation of £2.3m represents the average amount by which the asset will depreciate in one year if there is no investment in renewal of the asset.
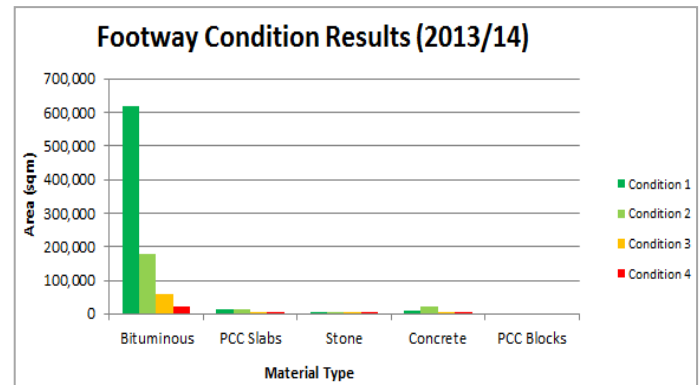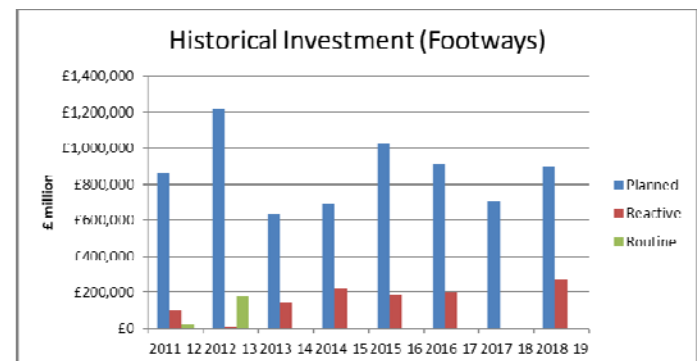

Figure 2.1

Figure 2.2

Figure 2.3

Table 2.1

Footway Valuation			
Material Type	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Cost
Bituminous	£122,588,280	£82,098,941	£2,273,443
Slabs	£2,641,893	£1,810,129	£31,161
Stone	£4,976,807	£3,378,158	£47,729
Concrete	£3,465,299	£2,299,442	£19,492
Blocks	£0	£0	£0
Total	£133,672,278	£89,586,671	£2,371,826

2.1 FOOTWAY INVESTMENT OPTIONS

OPTION 1 – NO INVESTMENT

Zero investment would lead to severe deterioration, with 23% of our footways requiring attention after 20-years. The volume of reactive temporary repairs would rise rapidly, year on year, as would public liability claims. With this level of investment, customer satisfaction levels will decrease significantly

OPTION 2 – CURRENT LEVEL OF INVESTMENT

An annual capital investment of £900k would lead to sustained deterioration, with 27% of our footways requiring attention after 20-years. The overall level of condition four reduces to 0% which is the main target of this option. The volume of reactive temporary repairs would rise rapidly, year on year, as would public liability claims. With this level of investment, customer satisfaction levels will decrease significantly

OPTION 3 – STEADY STATE

An annual £1,000k capital investment would maintain existing footway condition of 11%. The level of minor and major deteriorated (condition three and four) footways remaining the same over time. The volume of reactive temporary repairs, public liability claims and levels of customer satisfaction can also be expected to be maintained.

OPTION 4 – MINIMISING DETERIORATION

An annual capital investment of £1.1m would reduce minor deteriorated (condition three) footways to 5% and remove all major deteriorated (condition four) footways in year one and then maintain steady state for year 20.
The volume of reactive temporary repairs would significantly reduce, as would public liability claims. Customer satisfaction levels would improve significantly.

47
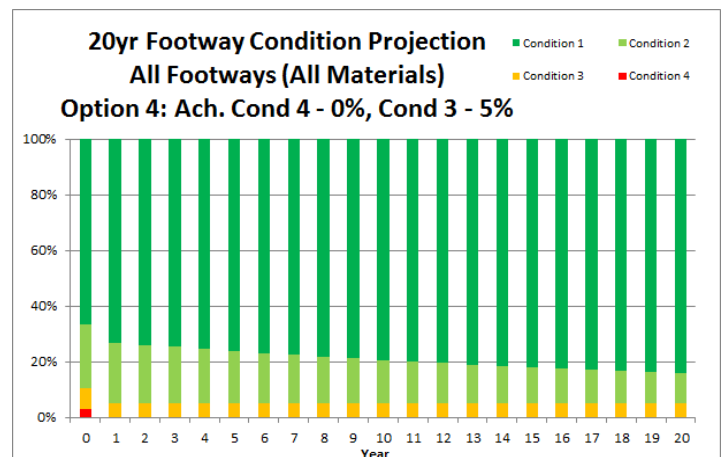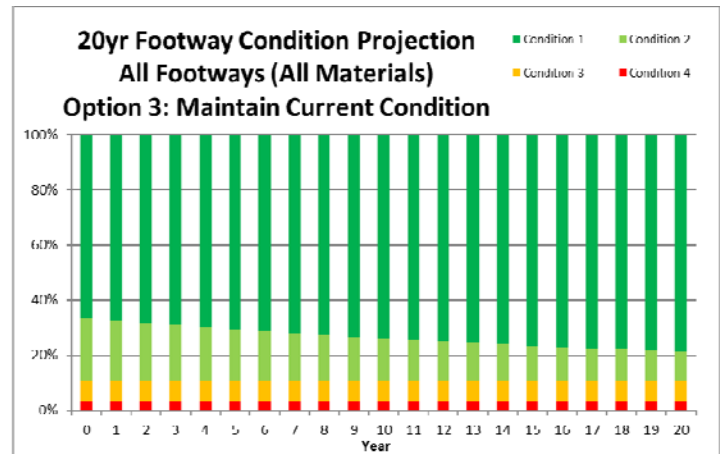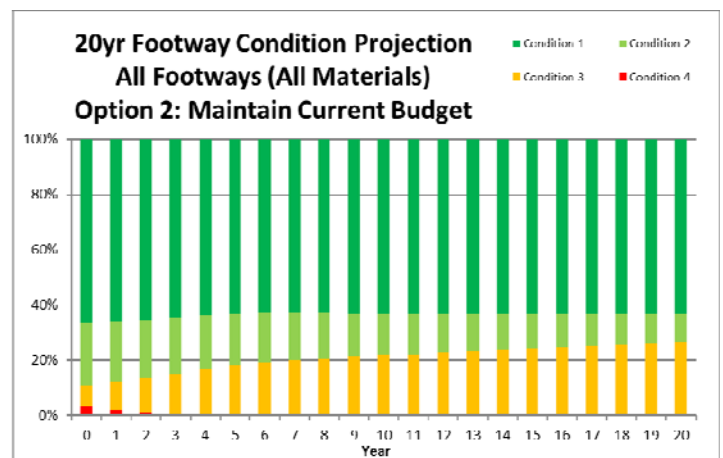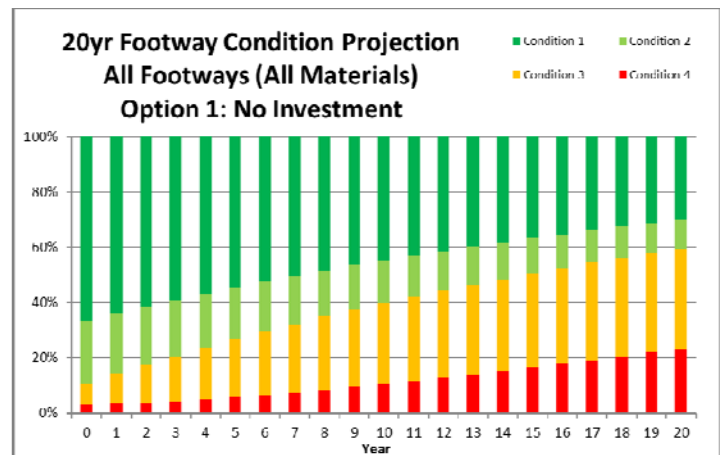
2.2 FOOTWAY KEY ASSET ISSUES

Investment

The need for improvements in footways and cycleways will be necessary to enable the success of Sustainable Transport Strategies. An important aspect is to ensure the condition of the footways is acceptable and in rural areas there is a need to investigate joining up isolated sections of footway which will encourage more use of the footways.

Data Reliability & Priorities

The reliability of the condition information is several years old and needs to be updated. The cycle of data collection needs to be formalised and rigorously followed. Accordingly, long-term condition analysis is difficult and the accurate prediction models is problematic. Resourcing of the inspection regime is challenging due to conflicting service area priorities but will need to be demonstrable to ensure reliability of data.

3.0 LIGHTING STATUS

Lighting Assets

Lighting Columns   18,344

Cable Length   409 km

Condition

A structural testing programme is ongoing to identify columns in poor condition for replacement. An electrical test and inspection programme is also in place, which includes cable and cabinet test details and cable schematic diagrams. Cyclic inspections are carried out over a 6- to 8-year cycle.

Over 33% of our lighting columns have exceeded their service life, compared to the Scottish average of 30%.

Approximately 15% of lanterns exceed their expected service life.

A programme to replace or upgrade all 10,000 non-LED lanterns with LEDs over a three-year period is ongoing.

Figure 3.1 highlights a typical deterioration at the base of a lighting column.
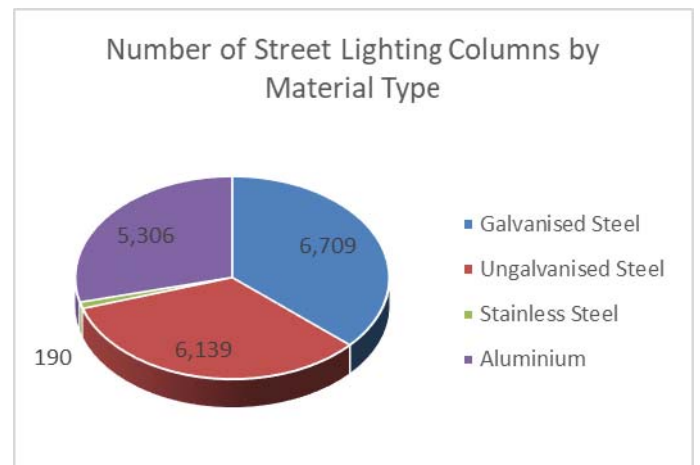
Gross Replacement Cost - £44.9m
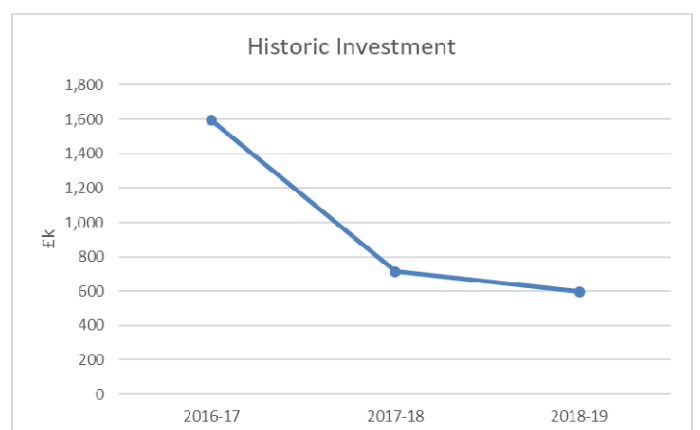

Figure 3.1

Figure 3.2

Figure 3.3

3.1 COLUMN OPTIONS

COLUMN OPTION 1 – CURRENT LEVEL OF INVESTMENT - £150k per annum

Continuing current investment would mean significant risk of structural failure (column collapse) and a substantial increase in reactive repairs, with 61% of columns exceeding the expected service life after 20 years. With this level of investment, customer satisfaction levels will decrease significantly.

COLUMN OPTION 2 – MAINTAINING CURRENT % OF COLUMNS EXCEEDING ESL - £450k per annum

Condition continues to fall until new low of 46% ESL reached in 6-7 years' time. Only gradual return to mid-30% ESL in 30 years. Will significantly reduce the risk of structural column failure in short term.

COLUMN OPTION 3 – REPLACEMENT OF BACKLOG

Replacement of backlog then as galvanised steel as required - £4.1m per annum for 2 years then £240k per annum for the next 30 years.

All un-galvanised steel columns replaced ASAP. Galvanised steel as ESL reached. Will significantly reduce the risk of structural column failure and maintain risk at low level.

COLUMN OPTION 4 – REPLACEMENT OF ALL STEEL COLUMNS

Replacement of all steel columns - £4.1m per annum for 2 years then £900k per annum for the next 8 years.

All steel columns replaced in 10 years. Will significantly reduce the risk of structural column failure. Replacement Aluminium columns expected service lives of 50 years so condition of columns should remain good until well after scope of RAMP analysis.
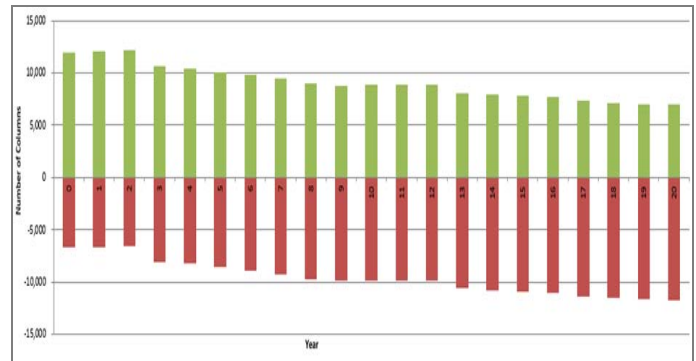
Column Option 1 – Current Level of Investment
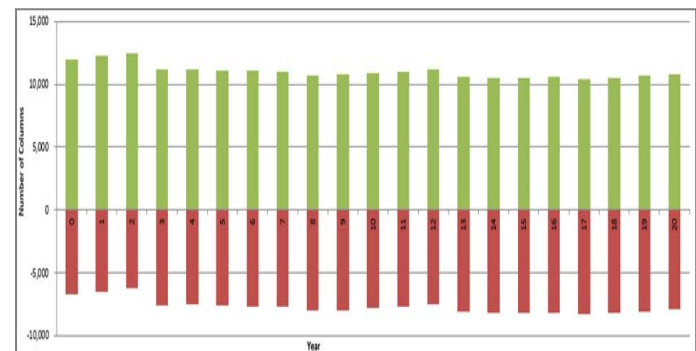
Column Option 2 – Maintain Current % of Columns Exceeding ESL
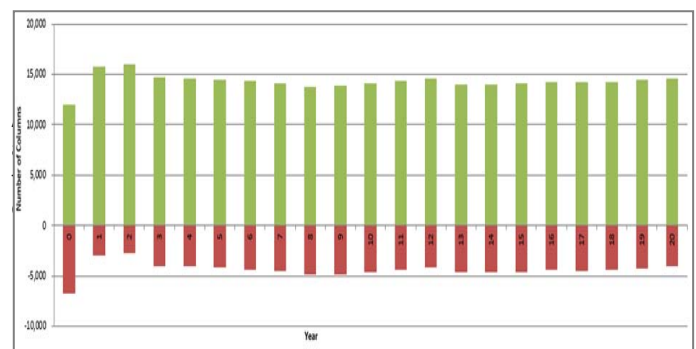
Column Option 3 – Replacement of Backlog
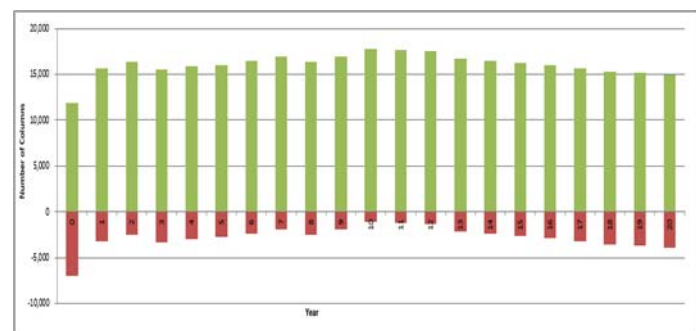
Column Option 4 – Replacement of All Steel Columns

3.2 LUMINAIRE OPTIONS

Luminaire Option 1

Continue Current Balanced Strategy - £358k per annum for 4 years

Continue our strategy of LED upgrade using a retrofits and replacement lanterns; a balance between capital and quality. Existing luminaires in unacceptable condition will be replaced with new LED luminaires. Existing luminaires in acceptable condition will be retrofitted. 100% LED achieved. Potential energy savings are not optimised due to the inefficiencies of LED retrofits. Light quality may be an issue.

Luminaire Option 2

Highest Capital Cost, Quality & Energy Efficiency - £558k per annum for 4 years

Improvement over our current programme of LED upgrade by replacing all Non-LED lanterns to achieve the best quality. All non-LED luminaires will be replaced. Potential energy savings are optimised due to the efficiencies of new LED lanterns. Highest light quality.

Luminaire Option 3

Lowest Capital Cost, Quality and Energy Efficiency - £171k per annum for 4 years. £193k cost to replace remaining lamps every 5 years.

This option is a contingency should our current programme of LED upgrades be considered too expensive. Existing luminaires in unacceptable condition will be replaced with new LED luminaires.

Existing SOX and SON lamps replaced with LED (Figure 3.4). Existing White lamps will be left and replaced like for like when they fail, every 5 years on average. 100% White Light at end of programme but only 79% LED. Light quality may be an issue. Potential energy savings are not optimised due to the inefficiencies of majority of existing LED retrofits and non-LED White lamps whose cyclical replacement costs are considerable
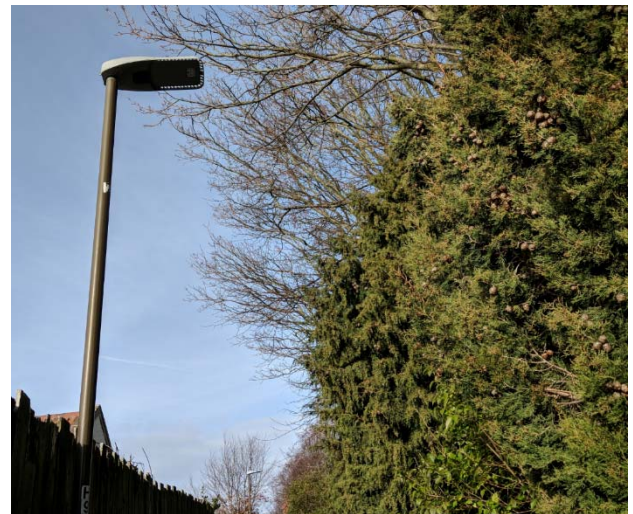
Figure 3.4
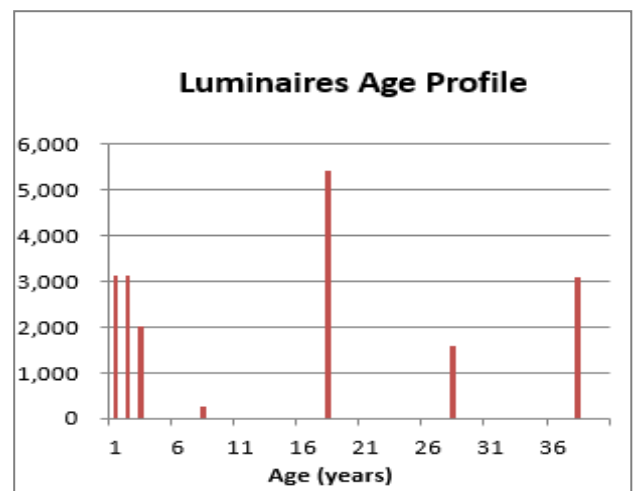
Figure 3.5
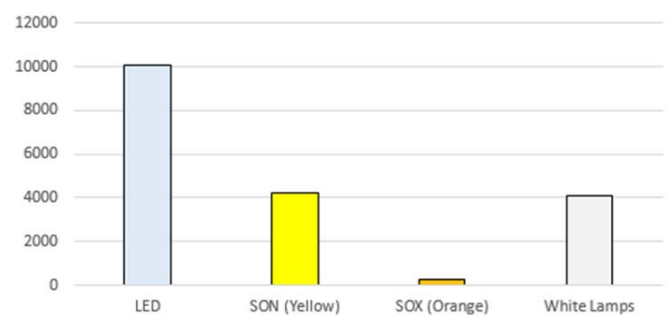
Figure 3.6

If there is an increase in spend on column replacement then luminaires will be renewed at the same time, reducing the cost of the above options. Most significant cost saving will be if column replacement were carried out over a sort period of time as any luminaires fitted to columns that are soon to be replaced can be transferred over. We would endeavour to undertake an approach where strategies of replacing Columns and Luminaires

align.

3.3 LIGHTING - KEY ASSET ISSUES

52

Energy Prices

The biggest factor influencing street lighting is the price of electricity. Over the last decade the cost of electricity has increased significantly. It is likely that electricity prices will rise significantly in the coming years. If the recent trend is to continue, the additional cost to the street lighting service is significant.

The table opposite shows the pay back periods for luminaire options.

Option	Description	Pay-Back
Luminaire Option A	Continue Current Balanced Strategy	6 Years
Luminaire Option B	Highest Capital Cost, Quality & Energy Efficiency	9 Years
Luminaire Option C	Lowest Capital Cost, Quality and Energy Efficiency	4 Years

Energy Efficiency

The principal manufacturer of (orange) SOX lamps has announced they will cease production in 2020. This will reduce the availability and affordability of SOX lamps and control gear massively, making the maintenance of these luminaires prohibitively expensive. A similar situation will arise in due course with other lamp types as LED comes to increasingly dominate the market.

Manufacturers have developed LED "lamps" and LED "gear trays" (which combine an LED light source and tray in one component) for fitting to suitable high quality shells. The reliability, energy efficiency and quality of light produced (distribution and glare) will however be inferior to that achievable with a totally new LED lantern.

The whole life cost of maintaining luminaires fitted with any kind of traditional lamp are high versus those retrofitting with LEDs. Some luminaires will still require total replacement as their shells are of too poor a quality to retrofit.

44% of all luminaires have been replaced or retrofitted with LEDs already.

4.0 TRAFFIC MANAGEMENT STATUS

Traffic Signals

Junctions
Minor   1
Medium   26
Major   3

Pedestrian Crossings
Single Carriageway   49
Double Carriageway   0

Traffic Signals Condition

The condition of Traffic Signals assets is determined by periodic electrical and structural inspections carried out on an annual basis.

Modelling based on a 20 year Expected Service Life results in 6% of our locations being flagged for replacement.

The decision on whether to replace assets that have exceeded the ESL is only made after annual inspection results are reviewed. Some assets are therefore not replaced at the end of their ESL, resulting in a misleading "maintenance backlog".

The majority of traffic signal equipment (94%) is within their expected service life (Figure 4.2).

Traffic Signals Valuation

The Gross Replacement Cost and Depreciation Values for the footway can be seen on the table on the right.

The annualised depreciation of £347,000 represents the average amount by which the asset will depreciate in one year if there is no investment in renewal of the asset.

Traffic Signal Assets by Type
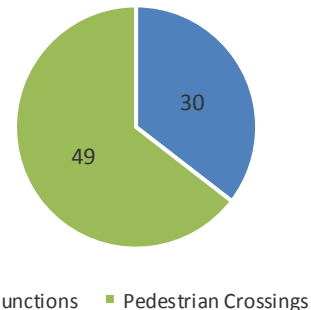
Figure 4.1

Figure 4.2

Table 4.1

Traffic Management System Assets	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Cost
Traffic Signal (Junction) Subtypes			
Minor Junction	£126,000	£93,550	£4,425
Medium Junction	£1,100,000	£683,500	£38,500
Major Junction	£60,000	£47,250	£2,125
Complex Junction	£0	£0	£0
Traffic Signal (Pedestrian Crossing) Subtypes			
Single Carriageway	£1,785,000	£1,095,000	£63,750
Double Carriageway	£0	£0	£0

4.1 TRAFFIC MANAGEMENT OPTIONS

OPTION 1 – CONTINUE CURRENT LEVEL OF INVESTMENT

An annual capital investment of £60,000 would lead to sustained deterioration, with 21% of our assets requiring attention after 20-years.

The volume of reactive temporary repairs would rise rapidly, year on year, as would public liability claims. With this level of investment, customer satisfaction levels will decrease significantly

OPTION 2 – STEADY STATE

After an initial investment of £100,000 to address the slight maintenance backlog a stead state would be achieved with an annual £50,000 capital investment.

The volume of reactive temporary repairs, public liability claims and levels of customer satisfaction can also be expected to be maintained.

OPTION 3 – NO REPLACEMENT UNTIL NECESSARY

An average annual capital investment of £51,000 over 20 years (total cost £1.02m).

The volume of reactive temporary repairs would rise rapidly, year on year, as would public liability claims. Customer satisfaction levels can be expected to decrease significantly.
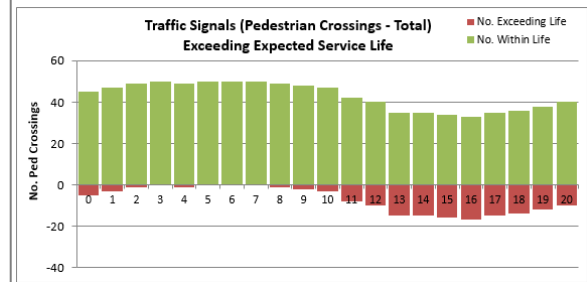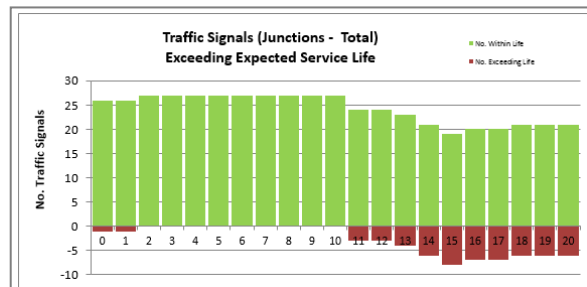
Option 1 – Current Level of Investment
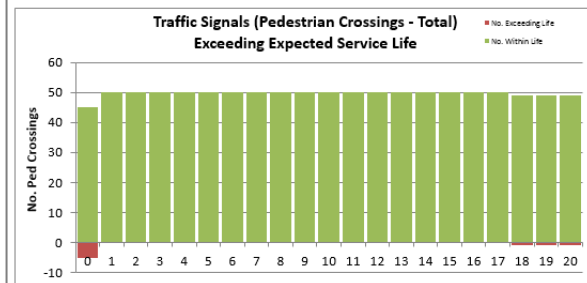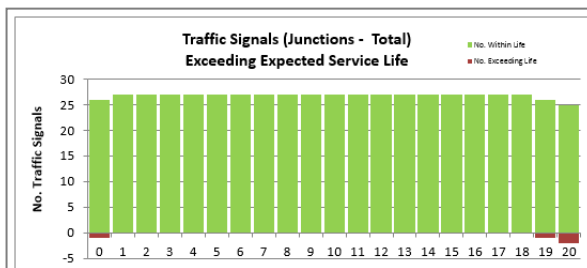
Option 2 – Steady State
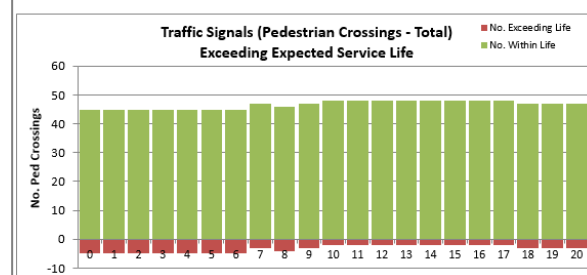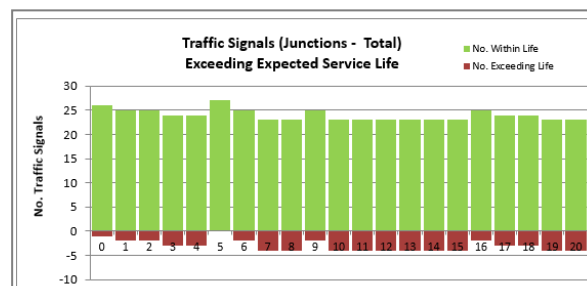
Option 3 – No Replacement Until Necessary

5.0 EV CHARGING POINT STATUS

Quantity & Type

Standard 7kW AC Destination Chargers: 9
Fast 22kW AC Destination Chargers: 23
Rapid 50kW DC Journey Chargers: 13
Total synchronous sessions possible: 90

8 older chargers were replaced in FY18/19.

Condition

All chargers are annually inspected & serviced (Q1, 2019), covered by warranty and maintenance packages and therefore maintained in a very high condition.

Age (years):	>4	2	1	Total
7kW AC:	0	0	9	9
22kW AC:	0	3	20	23
50kW DC:	3	1	9	13
Total:	3	4	38	45

All chargers are constructed to remain in a safe, operable condition for a minimum of 10 years as a condition of the 100% Grant Funding used.

Condition Band Descriptions

Condition 1 – As New: All
Condition 2 – Aesthetically Impaired: None
Condition 3 – Minor Deterioration: None
Condition 4 – Major Deterioration: None

Valuation & Investment

The Gross Replacement Cost is £816,000.

No RAMP methodology exists for calculating EVCP Depreciation Values. However, It is expected that our simple, reliable 7-22kW AC Destination chargers (the bulk of our assets) will remain attractive and economical to maintain after the initial 10 year period whereas alternative 50-150kW Forecourt Chargers are expected to be available in sufficient quantities to remove the demand for ELC to maintain our existing 50kW DC Journey chargers at the end of their expected useful service life of 10 years. Very few additional 50kW DC chargers are therefore planned.

Figure 5.1 - 7-22kW AC Destination Charger

Figure 5.2 - Rapid 50kW DC Journey Charger

Figure 5.3 - Charging Hub in Conservation Area

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 9 October 2019

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: The East Lothian Community Planning Economic Development Strategy 2012-22, Update Report

5

1   PURPOSE

1.1   To provide an update on the implementation of the refresh of the East Lothian Community Planning Economic Development Strategy (EDS) 2012-22.

2   RECOMMENDATIONS

Committee is asked to note the contents of this report.

3   BACKGROUND

3.1   The EDS was developed in 2012 by the Training & Employment Research Unit at the University of Glasgow and involved extensive desk research, workshops with staff, businesses and stakeholders and in-depth interviews with key personnel. The EDS refresh work by EKOSGen commenced late 2017 and the timing was influenced by changed national circumstances – such as BREXIT – and a new Local Development Plan and East Lothian Partnership Plan then being finalised.

3.2   Although not to the scale of the initial strategy development in 2012, the contract allowed for desk research, production of the Local Economic Assessment and State of Play reports, a number of workshops with the (now) Connected Economy Group and comprehensive industry and stakeholder engagement culminating in the production of the East Lothian Economic Development Strategy and Executive Summary and Monitoring & Evaluation Framework/Action Plan, see Appendix 1.

3.3   The EDS guides economic interventions, priorities and expenditure focus of East Lothian Council and its partners. The EDS and revised approach were approved at a meeting of the Cabinet on 13 November 2018 and by

the East Lothian Partnership Governance Group on 27 November 2018 and lodged in the Members' Library Service in January 2019.

3.4 The refreshed EDS reflects major strategic opportunities such as those offered by council purchase of the former Cockenzie Power Station site in April 2018 and by the Edinburgh and South East Scotland City Region Deal (including the Queen Margaret University Food and Drink Innovation Hub, the proposed new settlement at Blindwells and the Integrated Regional Employability and Skills Programme (see paras 3.11-3.15 for more detail)). Additional major opportunities include the allocation of substantial economic land within the East Lothian Local Development Plan 2018 and the targeted re-use of redundant public sector assets.

3.5 The Strategic Goals have been summarised to become a clear focus on **BUSINESSES** and **JOBS**. There have been adjustments to the wording of the Strategic Objectives with the final approved ones being:

- *To be the best connected place in Scotland to set up and grow an innovative business*

- *To be Scotland's leading coastal, leisure and food & drink destination*

- *To explore and develop regional opportunities to support economic development and to encourage study, work, investment and spend in East Lothian*

- *To provide high employment pathways for East Lothian's workforce*

- *To become Scotland's most sustainable and digitally-connected local economy*

3.6 The East Lothian Partnership Connected Economy Group (CEG) is one of the partnership groups and has representation from East Lothian Council (Economic Development and Education for employability), Scottish Enterprise, Skills Development Scotland, Department for Work and Pensions, the Federation of Small Businesses, Mid and East Lothian Chamber of Commerce and the Edinburgh College together with an independent chair. The CEG leads on the monitoring of the strategy and receives reports at its quarterly meetings on progress and of new and emerging initiatives.

3.7 The East Lothian Partnership Plan 2017-27 contains ten indicators under the heading of Prosperous and Appendix 2 provides an update on progress of these EDS indicators. The Economic Development Service also captures information on a wider range of indicators and details of these and targets for 2019/20 are given as Appendix 3.

3.8 Local intelligence suggests that businesses are beginning to review their investment decisions on recruitment and capital expenditure with uncertainty about BREXIT impacting on the local business base. Nationally there is a slowdown in the number of jobs being advertised.

3.9 In addition to the delivery of a range of interventions by the Economic Development Service to deliver strategic goals, note should also be taken of progress in relation to the major projects identified and highlighted in the refreshed Economic Development Strategy.

3.10 Plans for the new settlement at Blindwells and an Innovation Park adjacent to Queen Margaret University at Musselburgh are projects supported by the Edinburgh and South East Scotland City Region Deal. Taken together with the re-development of the former Cockenzie Power Station site, these projects are East Lothian's most significant long term inclusive growth opportunities.

3.11 The new town is a unique opportunity for East Lothian to provide a new sub-regional town centre, new strategic and local employment opportunities and a new hub for the communities of the former East Lothian coal field. An initial phase of development is underway, comprising 1,600 homes and 10 hectares of employment land. On-going collaborative and technical work is seeking to demonstrate how an expansion of the new town can be enabled through partnership working and business case development. Over the next 30 years there is potential to significantly increase job density and to deliver significantly more homes as well as new education and community facilities. Other infrastructure enhancements may include new strategic transport and digital connectivity, including enhancements to the East Coast Main Rail Line with a new rail station and overbridge, as well as a new and enhancements of existing A1 interchanges. An Area Design Framework is being developed in collaboration with landowners and developers in the area.

3.12 The Council-owned former Cockenzie Power Station Site is defined in National Planning Framework 3 (NPF3) as a National Development for thermal generation and carbon capture and storage. NPF3 also identifies that this site has potential for renewable energy related development, potentially including an associated port. The site has frontage to the Firth of Forth and a jetty. This site offers a connection to the national grid. There are plans to use part of the site to enable off-shore renewable energy projects, and wider technical work is on-going in relation to the potential for port / cruise and there may be scope to consider other mixed use development of national significance too, perhaps linked to regional collaboration through the Edinburgh and South East City Region Deal (e.g. Skills and Construction Innovation) or beyond this. The ambition is therefore to seek a relaxation of National Development status to provide for a wider range of land uses. The Cockenzie Project Manager continues to respond to queries and engage with stakeholders and potential investors.

3.13 This major area of change commands a strategic location to the east of Edinburgh and is adjacent to UK cross-border connections to the north-east of England. These strategic development opportunities mean this area could become a '*destination, attractor and resilient economic driver*' for East Lothian, south East Scotland and Scotland as a whole. The intention is to promote this ambition as a new national development within

the Scottish Ministers' National Planning Framework 4 (NPF4) as '*An area of Opportunity and Co-ordinated Action'*. The emerging Vision and Unique Selling Point for this sub-regional area is that it become an *'influential, innovative, healthy and low and zero carbon place'*. The development of NPF4 is already underway, and it is anticipated that a draft will be published in summer 2020.

3.14 Edinburgh & South East Scotland City Region Deal - Edinburgh Innovation Park: On 26th March 2019, the Council's Planning Committee approved a minded to grant decision for Planning Permission in Principle for development of land (116.5 hectares) adjacent to the Queen Margaret University campus ("MH1"). The key components of the development include 1500 homes, a new primary school, the provision of community facilities, a state of the art, flexible 7,200 sq m GIA Food & Drink Innovation Hub and a wider Edinburgh Innovation Park site ("EIP"), in which the Innovation Hub will be located. The plans include improvements to the junction off the A1 at QMU as well as the creation of pedestrian and cycle routes, including the Council's Segregated Active Travel Corridor.

3.15 The Council and QMU, working in partnership, will bring forward the development of the Innovation Hub and the wider EIP which is a strategic project within the Edinburgh & South East Scotland City Region Deal. The Innovation Hub will build on existing expertise already in existence at the University including Dietetics, Nutrition and Biological Sciences.

3.16 The Innovation Hub will drive company growth, supporting and developing existing businesses and creating sustainable new businesses to access a global market for healthy and functional food. The development will allow the Queen Margaret University along with businesses, to form and grow a business sector that will harness the potential of translational medicine in food and drink. This will in turn support the diversification of the food and drink industry towards preventative, therapeutic and rehabilitative applications of expertise in genomics.

3.17 The Innovation Hub will be the catalyst for subsequent phases of the wider EIP which will provide resources for national and global players who want to access the expertise available and develop new opportunities and solutions to drive company growth.

EIP: Headline Achievements in 2018/2019

Jun 2018: Agreed the Innovation Hub outline business case:
Jun 2018: Appointed the Project Lead Officer:
Mar 2019: Complete the land assembly for the Junction:
Mar 2019: Complete the land assembly for the Junction:
Apr 2019: Detailed design for the proposed grade separated Junction agreed
May 2019: Planning permission for the Junction submitted and validated
Sept 2019: S75 for the Planning permission in Principle concluded.

EIP: Next Milestones

Oct 2019:   Planning permission in principle issued for the whole development
Oct 2019:   Planning permission issued for the Grade Separated Junction
Apr 2020:   Commencement of construction of Grade Separated Junction
Jun 2020:   Approval of full business case

EIP: Outline construction dates

Phase 1 – Innovation Hub Building

Jul 2020:   Design brief for EIP Phase 1
Dec 2020:   Planning application
Jun 2021:   Procurement
Jul 2021-23: Infrastructure/Construction
Aug 2023:   Occupancy/Operational

Phase 2 – Wider Innovation Park

2020:   Market testing
Oct 2021:   Planning & Development starting with the PiP
Nov 2022:   Car park relocation & Infrastructure
May 2023 - ongoing: Construction
Nov 2023 - ongoing: Occupancy/Operational

3.18   Edinburgh & South East Scotland City Region Deal - Integrated Regional Employability and Skills. The Council's Chief Executive chairs the IRES Programme Board with the programme's seven workstreams now approved. The detailed business cases for these workstreams have been lodged in the Members' Library. East Lothian Works and Economic Development will play a key role in the delivery of these.

4   POLICY IMPLICATIONS

4.1   Strategic context for economic development interventions.

5   INTEGRATED IMPACT ASSESSMENT

5.1   An integrated impact assessment was carried out on the revised Economic Development Strategy and its proposed actions. There were no negative impacts identified although it was noted that the refreshed Economic Development Strategy is a strategic document and the seven individual workstreams detail activity to meet strategic priorities and objectives

meaning that acknowledgement and addressing any negative impacts will be contained within these.

6 RESOURCE IMPLICATIONS

6.1 Financial – in line with approved budget.

6.2 Personnel – none additional.

6.3 Other – none.

7 BACKGROUND PAPERS

7.1 The East Lothian Community Planning Economic Development Strategy 2012-22: https://www.eastlothian.gov.uk/meetings/meeting/16345/policy_and_perf ormance_review_committee

Appendix 1 – The East Lothian Community Planning Economic Development Strategy 2012-22 Action Plan and Monitoring & Evaluation Framework

Appendix 2 – The East Lothian Plan 2017-27: Outcome Indicators, Update August 2019

Appendix 3 – The East Lothian Council Economic Development Service, Scorecard Indicators 2019-20

AUTHOR'S NAME	Susan Smith
DESIGNATION	Acting Service Manager, Economic Development
CONTACT INFO	e-mail: ssmith@eastlothian.gov.uk; tel: 01620 827174
DATE	30 September 2019

East Lothian Partnership

East Lothian Economic Development Strategy

Action Plan 2018-20 and

Monitoring & Evaluation Framework

Review and Refresh

for

East Lothian Council on behalf of the East Lothian Partnership Connected Economy Group

October 2018

APPENDIX 1

East Lothian Partnership

Report completed/submitted by:	Richard Weaver
Proof check completed by:	Rachel Allan
Date:	23rd October 2018
Report reviewed by:	Pamela Reid
Date:	23rd October 2018

East Lothian Partnership

1   Action Plan

Overview

1.1   The refreshed Economic Development Strategy for East Lothian sets out two major strategic goals. These are:

- **BUSINESSES**: To increase the number of businesses in East Lothian with growth potential.

- **JOBS**: To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy.

1.2   In order to deliver the two strategic goals, five strategic objectives have been set. These are:

- To be the best connected place in Scotland to set up and grow an innovative business

- To be Scotland's leading coastal, leisure and food & drink destination

- To explore and develop regional opportunities to support economic development and to encourage study, work, investment and spend in East Lothian

- To provide high quality employment pathways for East Lothian's workforce

- To become Scotland's most sustainable and digitally-connected local economy

1.3   This action plan sets out the required actions to ensure and guide the implementation of the Strategy. The next section sets out the individual projects that will help to realise the Strategy's strategic goals and objectives. The Strategy has identified seven strategic workstreams. Within each, there are distinct actions that need to be taken forward. Lead responsibility and partners involved in delivery for each are indicatively identified, along with the priority and anticipated timescale for each.

East Lothian Partnership

1

Action plan

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
1	Developing a set of propositions for East Lothian	• Develop an over-arching proposition and set of accompanying propositions for East Lothian to cover all aspects of socio-economic development in the area. • Develop a prospectus for East Lothian that does the following: o Details a proposition to encourage businesses and people to invest, live, work and learn in East Lothian. o Sets out the values as well as the objectives for the development of the local authority area (such as inequalities, employability, inclusive growth). o Identifies key assets for the area, e.g. business, Higher Education and R&D, tourism, town centres, location, accessibility, environment, etc., and present them as a 'portfolio', clearly articulating how these combine to form East Lothian's USP. o Establishes the 'offer' and 'ask' for current and prospective businesses, stakeholders and partners, residents, developers and visitors. o Sets out an inward investment proposition, recognising the 'Team Scotland' approach adopted by Scottish Development International, and identifying what networks can be exploited to maximise its potential. o As part of the proposition, partners should develop an individual prospectus for each of East Lothian's towns outlining their economic development/investment/tourism offer • Join up existing East Lothian brands where feasible and promote the East Lothian brand to current and potential businesses, residents and visitors – working closely with Scottish Enterprise, Scottish Development International and Visit Scotland. • Encourage wider engagement with East Lothian partners, key business influencers and residents as ambassadors and champions, to 'sell' what East Lothian has to offer to wider audiences. • Consider how East Lothian Council and its strategic partners can best deploy existing resources to deliver	East Lothian Community Planning Partnership Connected Economy Group	East Lothian Council Scottish Enterprise/Scottish Development International Skills Development Scotland ESESCRD VisitScotland Visit East Lothian East Lothian Golf Tourism Alliance/East Lothian Tourism Attractions Group East Lothian Food and Drink BID QMU Mid- and East Lothian Chamber of Commerce Federation of Small Businesses Other local Business Groups/Fora Area Partnerships	High	Short-Medium term

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
		the proposition, improve the area's offer, and ensure that East Lothian can influence the regional approach emerging through the ESESCRD.		Scottish Government Marketing Edinburgh Edinburgh College		
2	Prepare strategic sites for development and marketing (including Cockenzie, Blindwells, QMU (ESESCRD), other public sector assets)	• Take a collaborative approach and work with strategic partners, developers, Further and Higher Education providers and communities to deliver major development and infrastructure projects, across public, private, academic and third sectors. These projects are initially defined as Cockenzie, Blindwells, QMU (through ESESCRD), coastal sites and emerging redundant public sector assets as economic development opportunity. Utilise partners' and others specialist technical and financial input. ○ Where necessary and at the appropriate time, develop detailed development proposals for these sites. In doing so, due cognisance should be given to examples of best practice elsewhere in Scotland, such as Inverness Campus, and the Diageo site in Kilmarnock. ○ The QMU Innovation Hub outline business case details the timescale, outcomes, impacts and funding required. This should act as guiding document for preparatory work during the period of this strategy. ○ Blindwells will be a 'new town' with the first houses being built during 2018/19. It will be important to ensure that economic benefits and that the ESESCRD project are both realised • Align major development and infrastructure opportunities to East Lothian's existing priority sectors, as well as any emerging sector or technological opportunities. • As far as possible, identify how the development can be 'future-proofed', e.g. incorporation of renewable energy and other sustainability features, purpose-built ducting to accommodate future infrastructure roll-out such as ultrafast broadband. • Identify and explore opportunities to deliver education and training opportunities through the site's construction	East Lothian Council	East Lothian Community Planning Partnership Connected Economy Group ESESCRD Developers Scottish Futures Trust Scottish Enterprise/Scottish Development International Skills Development Scotland QMU Mid- and East Lothian Chamber of Commerce Federation of Small Businesses Area Partnerships Transport Scotland Local communities Forth Ports	High	Medium-Long term

East Lothian Partnership

3

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
		and operational phases, e.g. through construction apprenticeships, Community Benefit clauses, Further/Higher Education hubs, etc. • Explore the potential to provide business incubation space, start-up units and business 'touch-down' space to support the nurturing of business start-ups and entrepreneurialism in East Lothian, as well as to capitalise on linkages with QMU and the Edinburgh Innovation Park, and encourage potential spin-outs to locate in East Lothian. (linked to Project 1)		NHS		
3	Improve the economic performance of East Lothian's key sectors	• Agree and resource the refresh and development of Action/Implementation Plans for East Lothian's priority sectors. Emphasis should be placed initially on Tourism, Food and Drink, Care, Industrial Biotechnology and Renewables. • For Tourism, the existing Action Plan's delivery should be evaluated, and refreshed accordingly. The Action Plan should continue to address the following in the first instance: o Identified gaps in the tourism offer; o The development of East Lothian's wildlife, coast, cycling and walking opportunities (outdoor tourism) ; and o The need to better join up different strands of the tourism and Food and Drink offer. • Maximise the key assets in East Lothian to support sector development, e.g. Industrial Biotechnology at QMU, heritage assets such as John Muir in support of tourism, etc. • Help to grow and develop East Lothian's Food and Drink BID to showcase East Lothian's food and drink across Scotland and UK. This may include exploring the need/demand for development of a business mentoring scheme of small/start-up food and drink businesses to support growth and expansion of upstream activities, exporting, product development, access to markets, etc. • Develop a more co-ordinated approach to unlocking the area's potential as an events and business tourism destination, and attract major events to East Lothian on	East Lothian Council	East Lothian Community Planning Partnership Connected Economy Group VisitScotland Tourism stakeholders and businesses Scottish Enterprise/Scottish Development International SE account management Skills Development Scotland QMU Mid- and East Lothian Chamber of Commerce Federation of Small Businesses	Medium-High	Short-Medium term

East Lothian Partnership

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
		a more regular basis – e.g. golf championships, conferences, festivals. • For Industrial Biotechnology, scope out the requirement for an action plan that maximises the potential from capabilities at QMU and the Edinburgh BioQuarter, the Edinburgh Innovation Park development, and key existing East Lothian companies. • Develop joint offers/cross-marketing with Edinburgh to exploit complementary opportunities and make the most of regional initiatives.		Visit East Lothian East Lothian Food and Drink BID Scottish Food & Drink Federation East Lothian Works ESESCRD		
4	Improve East Lothian's connectivity	• Maximise the opportunity presented by strategic transport infrastructure improvements delivered through the ESESCRD to unlock additional transport infrastructure improvements across the local authority area. • Enhance and better integrate public transport provision and connectivity, by: ○ Examining the potential for timetable scheduling with transport providers to reduce connection times and enhance multi-modal journeys. ○ Explore the potential for public transport interchanges across East Lothian. ○ Work to improve rural transport connectivity. • Explore opportunities to encourage and support more sustainable and healthy modes of transport, e.g. cycling, through the provision and promotion of more cycleways and dedicated cycle lanes, and Green Active Travel Corridors. • Explore opportunities to deliver public transport through innovative alternative means (e.g. social economy model). • Support increased levels of digital inclusion and speed across East Lothian, to help businesses and communities take advantage of improved broadband infrastructure and mobile network coverage.	East Lothian Council	Scottish Government Abellio Scotrail Transport Scotland East Coast Buses Bus companies Sustrans Scotland Social economy Sector BT Digital Scotland Area partnerships Edinburgh College ESESCRD	Medium-High	Medium term

East Lothian Partnership

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
		• Lobby the Scottish Government to dual the A1 to the Scotland-England border, as an important strategic transport route for East Lothian.				
5	Enhance East Lothian's business support infrastructure and make the most of assets	• Make the most of the knowledge and experience of local business influencers to help support East Lothian businesses and entrepreneurs. • Better joining up of SE's account management service, Business Gateway, East Lothian Works, Chambers of Commerce, FSB and East Lothian Council's business/economic development services to better encourage businesses to grow, convert lifestyle businesses, and secure a strong pipeline of growth and potential high-growth businesses. • Build low carbon planning, energy efficiency and sustainability advice into the East Lothian business support ecosystem. • Review demand for East Lothian's business premises and explore opportunities to enhance local business premises offer	East Lothian Council	East Lothian Community Planning Partnership Connected Economy Group Scottish Enterprise/Scottish Development International Business Gateway Scottish Government Skills Development Scotland QMU Edinburgh College Mid- and East Lothian Chamber of Commerce Federation of Small Businesses Other local Business Groups/Forums East Lothian Works Transport Scotland	Medium	Short-Medium term

East Lothian Partnership

6

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
				Voluntary and social enterprise sector		
6	Energise East Lothian's town centres and rural economy	• In line with the development of prospectuses through Strategic Workstream 1, develop and market distinctive branding of each town which builds on each town's existing assets. • Develop, support and market East Lothian's rural economy and associated opportunities. • Support local efforts to enhance East Lothian's town centres, improve the retail and visitor experience, and make improvements to street scenes, parking provision, amenities, etc. • Encourage town centre development, and support mixed uses in town centres to enhance sustainability and resilience by: o Exploring and taking advantage of opportunities to developing business space within town centres; o Identifying opportunities for community and social use of premises in town centres, recognising the shift in retail trends, and changing nature of high streets; and o Considering alternative commercial uses of town centre and rural assets. • Provide continued support for local retailers and businesses through 'shop local schemes', farmers' markets, making connections to East Lothian Food & Drink. • Work to extend and encourage 'shoulder season' tourism activity and evening economy activity in towns.	East Lothian Council	East Lothian Community Planning Partnership Connected Economy Group Mid- and East Lothian Chamber of Commerce Federation of Small Businesses East Lothian Works Local Business Groups/Fora Area partnerships Voluntary and social enterprise sector Town centre business, rural business and other interest groups and stakeholders	Medium-High	Medium term
7	Develop more sustainable employment and training pathways for all in East Lothian	• Ensure a smooth and well-communicated learner journey across East Lothian's learning and employability pathways. • Seek opportunities to enhance the delivery of East Lothian Works, and enhance complementarity with the Integrated Regional Employability and Skills (IRES) programme to maximise opportunity and join up learning and employability services.	Skills Development Scotland	East Lothian Council East Lothian Works Skills Development Scotland DYW (Developing the Young Workforce)	Medium-High	Short-Medium term

East Lothian Partnership

71

#	Project	Key actions	Lead responsibility	Partners	Priority	Timescale
		• Align skills provision with industry need in East Lothian through work placements, education-industry partnerships, etc. • Embed employability attributes and skills into the curriculum from as early an age as possible so building resilience, flexibility and team working. • Work with DYW Edinburgh, Midlothian and East Lothian to: o Increase the involvement of local businesses in supporting youth transitions – e.g. enterprise education in schools, work experience placements, apprenticeships. o Develop mentoring of young people in and from school into Further Education or employment. o Provide opportunities for young people to develop entrepreneurial skills and align these with other programmes and options. o Deliver the East Lothian Guarantee. • Ensure continued accessibility of FE and training opportunities for East Lothian's young people, such as through local delivery by the school-college partnership, and the provision of transport passes. • Seek opportunities to increase the number of apprenticeships and National Training Programmes opportunities taken up by young people in East Lothian. This should include the increasing opportunities for Graduate Level Apprenticeships. Align with the East Lothian Workforce Plan (ELC and SDS) • Identify need/demand for life-long learning opportunities, and help East Lothian residents to upskill, change careers, or return to the labour market.		Edinburgh, Midlothian and East Lothian QMU Edinburgh College Local employers DWP/Job Centre Plus STRIVE/3rd sector		

East Lothian Partnership

8

Monitoring and evaluation framework

1.4   The following table sets out a monitoring and evaluation framework for the delivery of the refreshed East Lothian Economic Development Strategy and action plan.

1.5   We recognise that some indicators will be progressed as an indirect result of work on other indicators, for example an increase in BERD will not be directly achieved by East Lothian Council, more by supporting an increase in the business base and other improvements. These indicators are included in the monitoring and evaluation framework as a means of measuring the impact of the Strategy.

Indicator	Baseline	Target	Timeframe	Notes
Increase the business base	3,180	3,300	2022	Baseline is for 2018. Source: UK Business Counts, NOMIS.
Increase the number of businesses accessing support services	237	400	2022	Baseline is for 2016/17 and includes businesses supported by Business Gateway (134), East Lothian Works (69), SDI (24) and SDP (10). Source: SLAED Indicators Framework.
Increase number of businesses in growth pipeline/ accepted for SE account management *Number of actively innovating businesses*	5	6	2019	Baseline is for 2017/18 target. *It should be noted that there is a limit to the number of businesses accepted for account management.* Source: East Lothian Council.
Increase employment	28,500	34,000	2022	Baseline is for 2015. Source: Business Register and Employment Survey, NOMIS.
Increase job density (jobs per working age population)	0.55	0.60	2022	Baseline is for 2016 Source: Business Register and Employment Survey, NOMIS, and Mid-Year Population Estimates, NOMIS.
Increase new/safeguarded jobs from completed inward investment projects	0/0	140/100	2022	Baseline is for 2016/17. Aligned to SLAED indicators. Source: SLAED Indicators Framework.
Increase amount of available development-ready employment land and economic assets[1] *Particularly for high value employment use*	0m²	+100,000m²	2022	Baseline is for 2015. Please note that the Cockenzie site (90,000m²) accounts for the vast majority of the target increase. Source: SLAED Indicators Framework and Employment Land Audit.
Decrease town centre vacancy rate	5.6%	5%	2022	Baseline is for 2016/17. Aligned to SLAED indicators. Source: SLAED Indicators Framework.

---

[1] This is based on the 2015 Employment Land Audit, and contrasts with the amount of available land allocated for employment use in the recently adopted East Lothian Local development Plan 2018

East Lothian Partnership

9

Indicator	Baseline	Target	Timeframe	Notes
Increase workplace:residence earning ratio	0.94	1	2022	Baseline is for median gross weekly earnings for full time workers in 2016. Aligned to SLAED indicators. Source: Annual Survey of Hours and Earnings, NOMIS.
Increase BERD	£3.9m	£5m	2022	Baseline is for 2016. Source: Scottish Government Gross Expenditure on R&D.
Maintain level of apprenticeship starts	550	550	2019	Baseline is for 2017/18. Please note this is an annual target of starts that is to include Modern, Graduate and Foundation Apprenticeships. Source: Skills Development Scotland.
Increase tourist visitors	1.35m	1.5m	2022	Baseline is for 2016. Source: STEAM.
Increase % of tourists staying overnight	32%	35%	2022	Baseline is for 2016. Source: STEAM.
Increase superfast broadband connectivity	92.1%	100%	2022	Baseline is for 2018. Source: thinkbroadband.com

East Lothian Partnership

THE EAST LOTHIAN ECONOMIC DEVELOPMENT STRATEGY 2012-22, Update report to PPRC, 9 October 2019

Appendix 2

East Lothian Plan 2017-2027: Outcome Indicators – Update, August 2019

THEME 1 – PROSPEROUS							
Themes and Outcomes		**Indicators**	**Source**	**Baseline 2017/18**	**Target 2022**	**August 2019**	**Lead Group/ Partner**
Outcome 1.1 East Lothian people are working, are free from in-work poverty and are able to develop and improve their work skills.	1	Job density – proportion of people of working age (16-64) in employment in East Lothian (including employed and self-employed) (2016 – 35,000 / 65,000) (ELC)	Economic Development Strategy NOMIS	0.55 (2016)	0.60	0.56	Connected Economy Group
	2	% earning less than the Living Wage Covers employees age 18+ on the PAYE system on adult rates and whose pay was not affected by absence. Local Authorities are 'workplace' based, so the data is all those that work in the Council area regardless of where they reside	ONS – Annual survey of hours and earnings	19.1% (2017) Scottish average – 18.4%	17%		Connected Economy Group
	3	Adult employment Rate	SLAED / NOMIS	75.5%	80%		Connected Economy Group

				Scottish average – 74.3%			
	4	Number of people participating in EL Works operated or funded employability programmes (ELC)	SLAED	384	400	463	Connected Economy Group
	5	% participation rate for 16-19 year olds (ELC)	SDS	94.7%	95%	Available Sept 2019	Connected Economy Group and Children's Partnership
Outcome 1.2 Local businesses are thriving and the business base is expanding.	6	Business base – number of businesses (ELC)	Economic Development Strategy	3,135	3,300	3,180	Connected Economy Group
	7	Town centre vacancy rate (ELC)	Economic Development Strategy	6.1%	5%	8.4%	Connected Economy Group
	8	Land supply available for business growth (ELC)	Economic Development Strategy	55,000sqmt	155,000sqmt	1,412,000 Immediately available = 103,000 Minor constrained = 781,000 Major constrained = 528,000	Connected Economy Group

Outcome 1.3 People and businesses in East Lothian have better access to digital infrastructure and the digital skills they need.	9	Proportion of East Lothian properties with Superfast Broadband (30Mbps) (ELC)	SLAED from Ofcom	88%	100%	88%	Connected Economy Group
	10	Indicator of digital skills in the workforce	SDS	tbc	tbc		Connected Economy Group

Indicator	Timeframe	Targets 2017/18	Actual 2017/18	Targets for 2018/19	Actual 2018/19	Targets for 2019/20	Current position 2019/20 as at 5/09/2019
EDSI - Bus 01 - Business Gateway-Start ups - quarterly	quarterly	210	210	210	200	210	49
EDSI - Bus 02 - Business Gateway-Start ups that are trading after 12 months	quarterly	75%	52%	75%	100%	75%	70%
EDSI - Bus 04 - Number of jobs created through loan awards	Annual	65	257	130	76	45	
EDSI - Bus 05 - Number of jobs protected through loan awards	Annual	275	437	350	95	85	
EDSI - Bus 06 - Number of businesses attendees at business events delivered by EDSI (Note BG removed)	quarterly	550	943	700	994	700	188
EDSI - Bus 07 - Number of jobs per 10,000 adults (employment density)	Annual	3400	3662	3665	3793	0.56	
EDSI - Bus 08 - Number of businesses per 10,000 adults (business density)	Annual	370	410	400	410	????	
EDSI - Bus 11 - Number of jobs created by start ups assisted by Business Gateway	quarterly	250	239	230	229	230	53
EDSI - Bus 12 - Business Gateway Start up average turnover after 12 months of trading	quarterly	£43,000	£49,164	£45,000	£42,239.00	£38,000	£35,359
EDSI - Bus 13 - Business Gateway Start up average net profit after 12 months of trading	quarterly	£10,000	£16,442	£12,000	£22,608.00	£12,000	£22,282
EDSI - Bus 16 - Number of businesses in growth pipeline and number accepted for Scottish Enterprise Account Management	Annual	5	3	5	5	6	
EDSI - Bus 18 - Number of social enterprises assisted to research idea, start and develop	Annual	15	18	12	13	12	
EDSI - Bus 20 - Count of business births and new enterprises per 10,000 population aged 16 to 75 supported by the Business Gateway	Annual	28	27	27	26	27	
EDSI Bus 21 - Increase in the Business Base - number (NOMIS)	annual	n/a	n/a	n/a	n/a	3200	
EDSI - Tour 01 - Economic impact of day visitors annual (STEAM report)	Annual	£43,500	£43,930	£44,000,000	£47,240,000	£45,000,000	
EDSI - Tour 02 - Tourism Economic impact of overnight stays annual (STEAM report)	Annual	£203,700,000	£206,260,000	£213,000,000	£223,580,000	£215,000,000	
EDSI - Tour 03 - Tourism total number of tourist days staying and day visitors (STEAM report)	Annual	£1,170,000	£2,780,000	2,780,000	2,789,000	2,900,000	
EDSI - Tour 04 - Tourism total number of tourist days staying visitors (STEAM report)	Annual	813,000	1,860,000	1,900,000	1,867,000	2,000,000	
EDSI To 05 Number of Food and Drink companies supported	Annual	n/a	n/a	n/a	n/a	44	
EDSI To 06 Number of exhibitions and trade shows attended supporting tourism, golf and food drink	Annual	n/a	n/a	n/a	n/a	4	
EDSI To 07 Number of companies attending exhibitions and trade shows	Annual	n/a	n/a	n/a	n/a	25	
EDSI ED 01 Number of businesses assisted to relocate to East Lothian	Annual	n/a	n/a	n/a	n/a	1	
EDSI Ed 02 Number of businesses based in the QMU innovation zone	Annual	n/a	n/a	n/a	n/a	25	
EDSI Ed 03 Number of businesses accepting the East Lothian Gift Card	Annual	n/a	n/a	n/a	n/a	135	
EDSI Ed 04 Total monetary value of gift cards purchased	Annual	n/a	n/a	n/a	n/a	£15,000	
EDSI Ed 05 Number of film productions	Annual	n/a	n/a	n/a	n/a	22	
EDSI Ed 06 Economic impact of film productions	Annual	n/a	n/a	n/a	n/a	£438,500	
EDSI Su 01 Percentage coverage of high-speed broadband	Quarterly	n/a	n/a	n/a	n/a	95%	88%

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 9 October 2019

BY: Head of Communities and Partnerships

SUBJECT: Library Service Performance

6

1   PURPOSE

1.1   The purpose of this report is to advise on the performance of the Public Library Service in 2018/19.

2   RECOMMENDATIONS

2.1   It is recommended that the Policy and Performance Review Committee notes the performance of the Public Library Service in 2018/19.

3   BACKGROUND

3.1   There are two national Strategies within the Library Service which are used as guidance within East Lothian Council's Library Service:

- A Strategy for Public Libraries in Scotland 2015 – 2020 "Ambition and Opportunity"

- A National Strategy for School Libraries in Scotland – 2018 – 2023 "Vibrant Libraries, Thriving Schools"

3.2   The Public Library Strategy has six key aims:

1. Libraries Promoting Reading, Literacy and Learning

2. Promoting Digital Inclusion

3. Promoting Economic Wellbeing

4. Promoting Social Wellbeing

5. Promoting Culture and Creativity

6. Libraries as Excellent Public Services

3.3 ELC Library service works to support these key aims with examples such as:

- Supporting customers to use and become comfortable with new technology through IT classes and 1:1 support

- Promotion of eResources within the branch libraries and support customers to apply for blue badges, bus passes, print air tickets etc.

- Supporting the DWP with surgeries in some of the local offices and running Coding Clubs for children in most branch libraries

- Operating Pals groups and dementia-friendly groups within libraries and supporting local and community events within libraries. Some libraries have walking groups walking from and back to libraries.

- Author events are held in libraries as well as cultural activities i.e. Haddington 700 events in the John Gray Centre; North Berwick Library being a Box office for Fringe by the Sea in 2019; Choral singing in Musselburgh Library and music and singing activities in other libraries also.

- Library staff have gone through "Open the Book" training and a number of staff are currently studying for Librarian Chartership. Many of the Customer Service and Library staff have gained Customer Service Professional Qualifications.

- All Library systems have been procured on the open market and MLC and Scottish Borders provide a Mobile Library service on behalf of some East Lothian residents.

3.4 The National Strategy for School Libraries has five key aims:

- School Libraries in Scotland are a key resource and are central to the implementation of Curriculum for Excellence, develop pupil skills for the world of work and encourage learning that will stay with pupils throughout their lives.

- School Libraries in Scotland use digital technology to deliver high quality and efficient digital learning experiences for young people, enabling access to information and creative opportunities

- School Libraries in Scotland are central to education for all ages, develop a culture of reading for pleasure, offer literacy and numeracy support from Early Learning and Childcare (ELC) settings through to primary and secondary schools and enable opportunities for family learning.

- School Libraries contribute to health literacy, social and mental wellbeing, and provide a safe, trusted space for children and young people to be nurtured.

- School libraries in Scotland are essential to closing the attainment gap in schools, support all curriculum areas, are well-supported by the school management team and operate under a successful working model.

3.5 The development of the Margaret Oliphant Wallyford Community Library in Wallyford Primary School is a real opportunity to support children at a young age to engage with and learn to love reading which will increase the likelihood of them having a happy and successful adult life.

3.6 In East Lothian, the following library services are provided:

- Public Library service from 11 branch libraries

- School Library service in the 6 secondary schools in East Lothian. Each secondary school has a full-time School Librarian.

- One Joint Community School Library within Wallyford Primary School

- Mobile Library service provided to the villages of East Saltoun, Humbie, Pencaitland, Macmerry, Whitecraigs and Gifford by Midlothian Council Mobile Library Service

- Mobile Library service provided to the villages of Innerwick and Oldhamstocks by Live Borders Trust - Scottish Borders

- Project box and library advice support to all primary schools, nursery schools and playgroups who have a partnership agreement with East Lothian Council

- Home Library Service to an average of 112 residents who have some form of disability/mobility problem

- eResources in the form of eBooks, eMagazines, Pressreader (eNewspapers), eComics and eFilms service

New Development

3.7 East Lothian Council has routinely developed and improved its branch library service. In **April 2019**, a new Community School Library in the new Primary School in Wallyford opened which has replaced the former public library in Wallyford.

3.8 A new staff team of 1 full-time qualified School Librarian and 3 part-time staff has been formed to allow the library to be used exclusively by the School for 3 mornings and a full day each week and to be open to the public for 21 hours per week.

3.9 More focused Librarian support will also be provided to Whitecraig Primary School in due course.

Customer Satisfaction

3.10 There is a high level of support from the public for the Public Library service nationally and locally and this can be seen whenever there is any change made or proposed. There is also a high level of satisfaction of Library users which is evidenced in compliments for the service.

3.11 A recent Citizens Panel survey in Spring 2019 asked a no. of questions in relation to the Library service. There was a 97% satisfaction rate from users of the Library service. There were 348 responders.

3.12 Residents were asked about satisfaction with opening hours. There was a 94% satisfaction rate with current opening hours. There were 347 responders.

3.13 The Recent Residents Survey identified a satisfaction rate with the Library Service of **93%** in comparison to **88%** in 2017.

Performance

3.14 Identified below are visits to libraries over the past 10 years. The 6 **busiest libraries** in East Lothian in terms of **visits** during 2018/19 were:

- Haddington
- Musselburgh
- Dunbar
- Tranent
- North Berwick
- Prestonpans

3.15 In 2018/19, these 6 libraries had combined visitor numbers of 484,470 or **83.3**% of the total no. of visits to the 12 libraries.

Library Visits 2009/10 - 2018/19
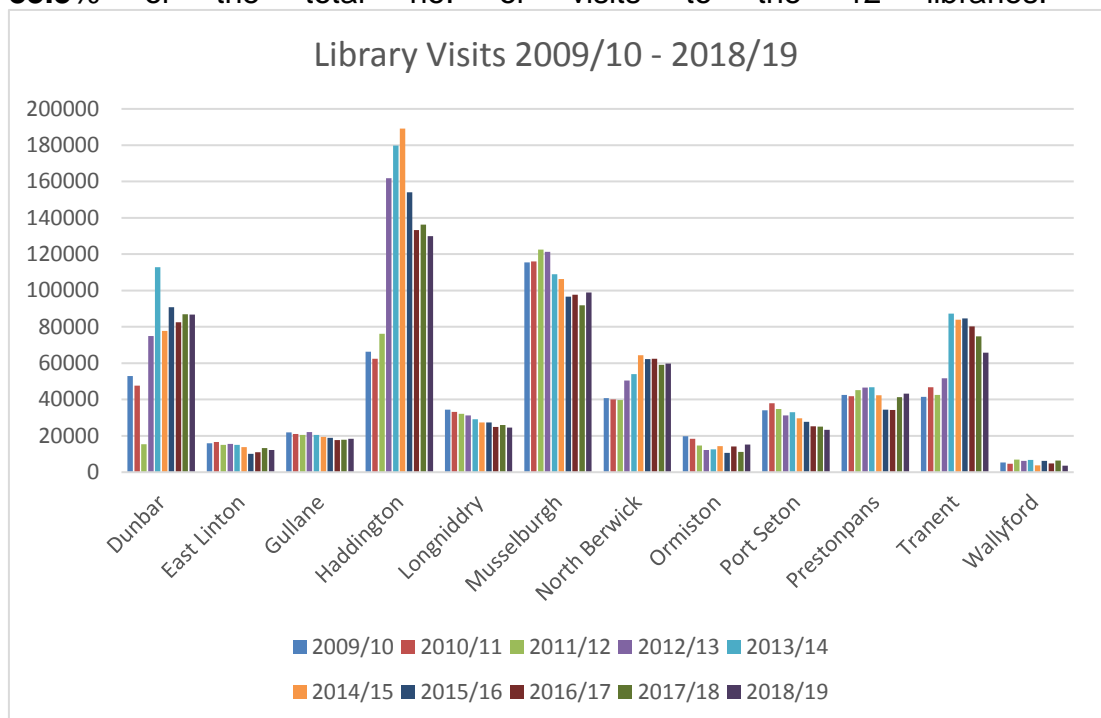
Library visits 2009/10 - 2018/19

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Dunbar	52967	47684	15366	74989	112822	77766	90812	82491	86971	86789
East Linton	16020	16679	15080	15587	15031	13848	10195	10978	13201	12175
Gullane	21908	21031	20494	22105	20471	19427	18850	17696	17885	18397
Haddington	66415	62477	76206	161802	179772	189108	154054	133317	136215	129905
Longniddry	34374	33119	32141	31234	29144	27300	27441	24989	26016	24613
Musselburgh	115496	116081	122535	121270	109018	106373	96689	97642	91948	98864
North Berwick	40867	40092	39721	50405	54050	64366	62276	62534	59131	59773
Ormiston	19739	18329	14677	12174	12595	14416	10564	14091	11107	15179
Port Seton	34171	38047	34839	31331	33092	29752	27667	25185	25161	23329
Prestonpans	42595	41846	45201	46582	46736	42448	34439	34323	41341	43318
Tranent	41501	46705	42572	51704	87260	83913	84665	80172	74825	65821
Wallyford	5401	4705	6964	6189	6725	3792	6197	4879	6388	3526
Total	491454	486795	465796	625372	706716	672509	623849	588297	590189	581689

3.16 In addition to the branch visits, there were **204,511** virtual visits to the Library webpages to access info, extend loans, make reservations and order eResources. In **2017/18**, there were **201,701** virtual visits. There has been a 1.4% increase in virtual visits.

3.17 When we look at library visits per area, Haddington and Lammermuir Ward has substantially more visits than any of the other ward areas over the past 3 years. In 2018/19, this can be partly explained by a large increase of visits to Ormiston library due to the opening of Ormiston Park but that increase in visits has not resulted in an increase in book issues.

3.18 The John Gray Centre, of which Haddington Library is part of, is a 5-star Visit Scotland attraction and is well used throughout the day and at the weekend.

3.19 There has been a decrease in visitor numbers in Wallyford due to the closure of the Library in November 2018.

Library Visits per Ward Area
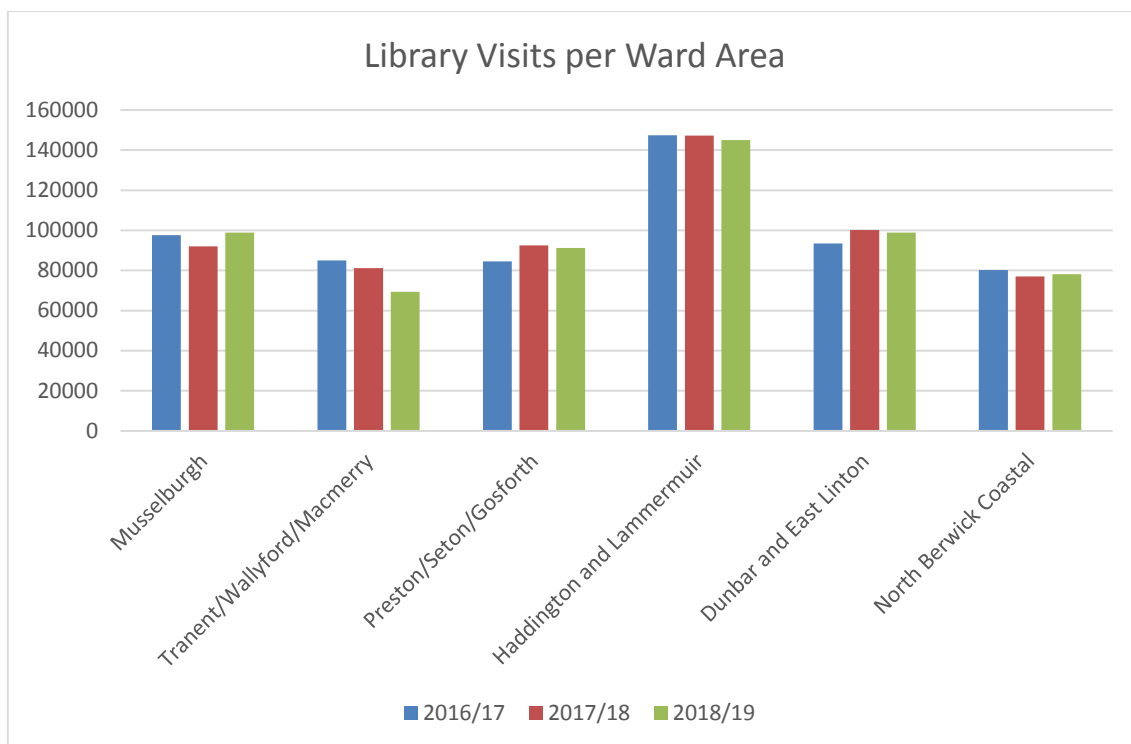
Library visits per Ward area

	2016/17	2017/18	2018/19
Musselburgh	97642	91948	98864
Tranent/Wallyford/Macmerry	85051	81213	69347
Preston/Seton/Gosforth	84497	92518	91260
Haddington and Lammermuir	147408	147322	145084
Dunbar and East Linton	93469	100172	98964
North Berwick Coastal	80230	77016	78170
Total	588297	590189	581689

3.20 Branch Library visits in ELC have been maintained at a similar level over the past 3 years despite some libraries increasing their hours and some decreasing.

3.21 The most recently published CIPFA benchmarking information has identified that from the period 2013/14 to 2017/18 there has been a 15.6% decrease in library premises visits within the UK. ELC has had a slightly higher decrease of 16.5% in this time period.

3.22 However, over the past 10 years within ELC, there has been an 18.4% increase in overall physical visits and that has been down to a combination of factors including increasing opening hours, merging Library and customer services, increasing digital use and different types of events taking place within the libraries.

Issues

3.23 The 6 **busiest libraries** in East Lothian in terms of **issues** during 2018/19 were:

- - Haddington
- - Musselburgh
- - Dunbar
- - North Berwick
- - Longniddry
- - Prestonpans

Library Issues 2009/10 - 2018/19
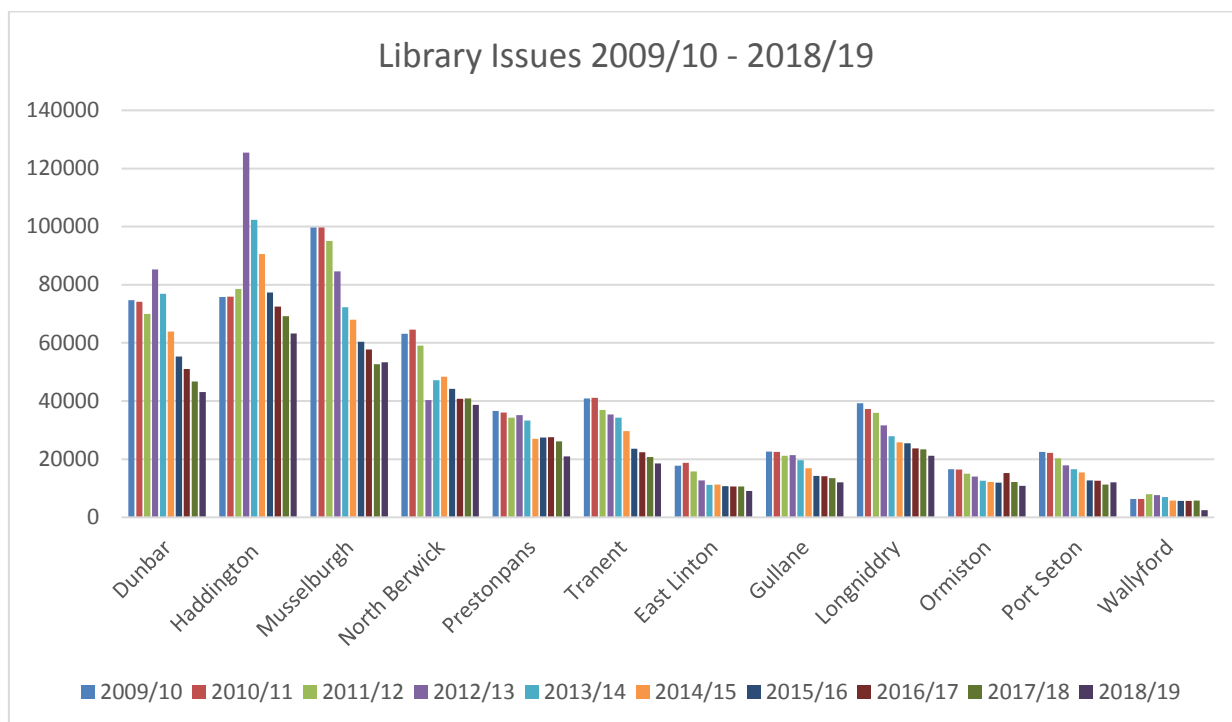
3.24 In 2018/19, these 6 libraries issued books and other resources of 240,490 or **78.7%** of the total issues.

Library Issues 2009/10 - 2018/19

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Dunbar	74667	74167	69922	85320	76857	63885	55354	50994	46719	43069
Haddington	75836	75883	78594	125494	102309	90600	77290	72477	69225	63207
Musselburgh	99738	99677	95081	84605	72271	67950	60395	57743	52723	53364
North Berwick	63096	64591	59088	40372	47134	48369	44229	40815	40916	38741
Prestonpans	36543	36062	34275	35171	33302	27017	27424	27593	26138	20957
Tranent	40896	41160	36978	35402	34278	29699	23627	22348	20741	18566
East Linton	17720	18720	15731	12737	11164	11242	10665	10647	10658	9063
Gullane	22573	22481	21156	21362	19660	16910	14272	14151	13513	12019
Longniddry	39207	37286	35891	31596	27886	25768	25481	23764	23348	21152
Ormiston	16522	16452	15024	14021	12625	12168	11973	15231	12139	10796
Port Seton	22479	22212	20325	17896	16582	15463	12752	12615	11302	12022

| Wallyford | 6315 | 6369 | 7930 | 7599 | 6989 | 5760 | 5708 | 5637 | 5802 | 2454 |
| Total | 515592 | 515060 | 489995 | 511575 | 506368 | 414831 | 369170 | 354015 | 333224 | 305410 |

3.25   In terms of issues per hour of opening for 2018/19, the top 4 libraries were:

Library	Opening hours	Issues per hour
Musselburgh	49	34
Haddington	54	24
Dunbar	46	19
North Berwick	47	16

3.26   The 3 libraries who have the lowest issues per hour are Wallyford, Tranent and Ormiston – between 8 and 9 issues per hour of opening.

3.27   Wallyford Library closed in November 2018 and did not reopen until April 2019 within the new Primary school. Issues remain low despite additional hours of opening as it will be some while before there will be more houses and public transport around the school.

3.28   The five remaining libraries all report between 11 and 13 issues per hour.

3.29   Analysis of issues per day during 2018/19 identified the busiest days for issues in libraries as follows:

Library	Busiest day	2nd busiest day	3rd busiest day
Dunbar	Monday	Thursday	Friday
East Linton	Tuesday	Thursday	Saturday
Gullane	Monday	Tuesday/Thu	
Haddington	Monday	Thursday	Tuesday
Longniddry	Friday	Tuesday	Monday
Musselburgh	Monday	Thursday	Tuesday
North Berwick	Thursday	Tuesday	Monday
Ormiston	Thursday	Monday	Wednesday
Port Seton	Friday	Tuesday	Thursday
Prestonpans	Tuesday	Monday	Thursday
Tranent	Tuesday	Thursday	Friday
Wallyford	Tuesday	Thursday	Friday

3.30 However, analysis of issues per hour per day shows a change:

Library	Busiest day	2nd busiest day	3rd busiest day
Dunbar	Saturday	Tuesday	Monday
East Linton	Thursday	Saturday	Monday
Gullane	Thursday	Saturday	Monday
Haddington	Saturday	Friday	Monday
Longniddry	Monday	Tuesday	Saturday
Musselburgh	Saturday	Tuesday	Friday
North Berwick	Saturday	Tuesday =2	Monday=2
Ormiston	Thursday	Friday =2	Wednesday=2
Port Seton	Monday	Saturday=2	Thursday=2
Prestonpans	Tuesday	Monday	Saturday
Tranent	Saturday	Tuesday	Friday
Wallyford			

3.31 Different events on different days will determine some days will be busier than others.

3.32 There were also **14,029** issues of eBooks and eAudio books during **2018/19**. This is a 19.7% increase from **2017/18** when there was **11,719** issues of eBooks and eAudio books.

3.33 In addition, whilst we still provide some newspapers in our Branch libraries, library members also have access to eMagazines and eNewspapers. Library members have access to most national newspapers throughout the world through Pressreader.

3.34 In 2018/19, issues for eMagazines and eNewspapers were **44,398** which is a 68% increase in issues from 2017/18 of **26,448**

3.35 The 5 **busiest libraries** in East Lothian in terms of PC usage follow a similar pattern where **Musselburgh** is by far the busiest library with 13229 sessions or **26% of all PC sessions**, followed by Haddington and Dunbar which account for 36% of all PC sessions between the two libraries or around 9,000 sessions each. Tranent and North Berwick have a similar no. of PC sessions of around 5,000 sessions each.

3.36 Staff have put a lot of effort into increasing both class visits and bookbug sessions in the libraries:

	2017/18	2018/19
Class visits	369	413
Bookbug sessions	772	838
Children attending Bookbug sessions	11836	12560

3.37 Many libraries are also seeing an increase in people wishing or needing digital support. In 2018/19 1214 customers were supported, an increase from 853 in 2017/18. This assistance can take some time as can the process for applying for blue badges and requesting disabled bus passes. It is difficult to measure the time involved and provide accurate statistics with regard to this work.

3.38 In the recent Citizens Panel survey on Libraries, 21% of people advised that they came to the library to use a computer, 17% to use Wi-Fi and 16% to apply for a travel pass or blue badge.

3.39 In general, there will be more adult issues from branch libraries than junior issues however, this is not the case for 2 libraries within East Lothian: Wallyford and Prestonpans.

3.40 During 2018/19, the average book stock issue as a % between juniors and adults was 36%:64%.

3.41 The libraries where there was a higher junior book stock issue were the following:

|	Junior	Adult
Wallyford	63%	37% (closed from Nov 2018)
Prestonpans	58%	42%
Ormiston	45%	55%
Dunbar	43%	57%
Tranent	42%	58%

3.42 The library which has significantly more adult stock issues than junior stock issues is Gullane: 24%:76%.

3.43 Wallyford has always had more children using the library and this will continue because although we have improved facilities within the school, there is no public transport to the school and limited car parking so some of our elderly customers are not now using the library.

3.44 Prestonpans is located next to the Infant School and there is a gate which takes the children directly into the library from the school. There are a lot of class visits and bookbug sessions held in this library.

Opening hours

3.45   In recent years, we have made a no. of changes to Library opening hours where we have increased or decreased hours in Libraries. The current opening hours of **406** are the joint highest no. of opening hours which there have been. Opening hours only started to increase significantly when new facilities started to come on stream i.e. the opening of the John Gray Centre.

Total Library Opening Hours
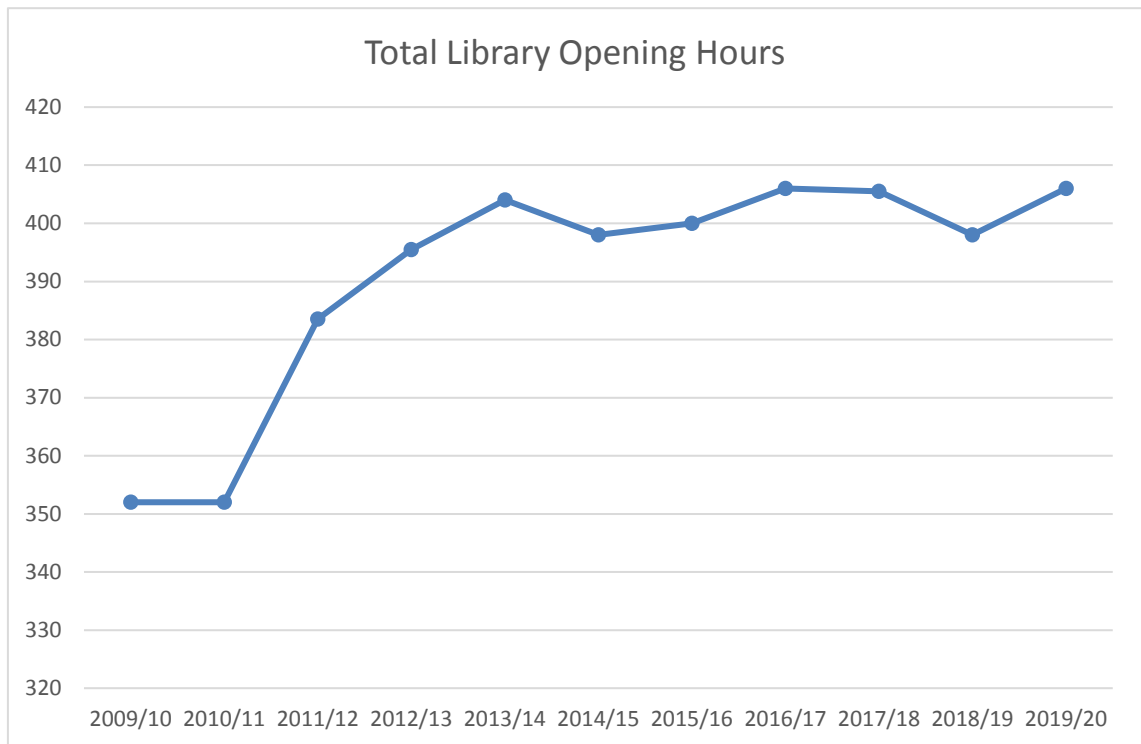
3.46   In 2017/18 there were 521 Service points in Scotland which opened for 10 hours or more and the average no. of population per service point was library was **10,412**. East Lothian has 1 library per **8,733** population.

3.47   Libraries are seen as Community hubs central to local community life. Events are held throughout the year in the libraries and these are promoted within the library, through East Coast FM (the Librarian in the Digital and Adult Services has a fortnightly slot on the radio to promote the library service and provide information) and through social media.

3.48   In August 2019, Twitter post reach was 23.1 k or 945 per day and Facebook post reach 40.6 k or 1311 per day. Top stories were dates for Play, Talk, Read bus visiting East Lothian – 8.8 k on Facebook and Joseph Coelho, Poet visiting Musselburgh Library as part of his UK Library Marathon – 5.1 k on Twitter

New Developments

3.49   The next major project is to look at relocating Musselburgh Library into the Brunton Hall and a Project Group has been identified to move forward with this work.

3.50   Further work is required to develop the School Library Service in conjunction with the Education Service.

Library Service in the Future

3.51   The Library Service has changed significantly over the years and many more services are provided within our Libraries than have been previously.

3.52   The Library Service continues to adapt to society changes and demands and going forward, the service will be developed to promote reading for pleasure in particular, and be available for those who need a bit more support whether this be through giving assistance with digital developments or guidance in literacy or being a place for people to meet and socialise.

3.53   Research shows that reading for pleasure is more important for children's cognitive development than their parent's level of education and is a more powerful factor in life achievement than socio-economic background.

3.54   19% of readers say that reading stops them feeling lonely. A study analysing social connectedness found that reading books regularly significantly reduces feeling of loneliness for people aged 18 – 64.

3.55   Studies have shown that those who read have higher levels of self-esteem and a greater ability to cope with difficult situations.

3.56   For all these reasons, the library service whether it is provided from a physical building, or virtually or through support and guidance to others, will continue to adapt and change into the future.

4   POLICY IMPLICATIONS

4.1   The Library service supports the Council priorities of supporting people to be more digitally enabled and be able to access services online.

4.2   The Library service seeks to promote reading for pleasure for all ages and provides a welcoming environment for people to come in and seek information, advice or just have someone to talk to.

5   INTEGRATED IMPACT ASSESSMENT

5.1   There is no requirement for an integrated impact assessment.

6   RESOURCE IMPLICATIONS

6.1   Financial – none.

6.2   Personnel – none.

6.3   Other – none.

7   BACKGROUND PAPERS

7.1   None.

AUTHOR'S NAME	Eileen Morrison
DESIGNATION	Service Manager – Customer Services
CONTACT INFO	Ext. 7211
DATE	27 September 2019

Date	Performance Monitoring / Inspection Reports	Other Reports / Reports Requested by Members
9 October 2019	Key Performance Indicators Q1 2019/20 Performance Road Asset Management	Economic Development Strategy Update Library Usage *(to include figures for individual libraries and individual days)*
26 February 2020	Q2/Q3 2019/20 Performance Public Protection Annual Report 2018/19	Coastal Car Parking Update Social Care Charging Update Instrumental Music Instruction Update *(Impact of Charges)*
17 June 2020	Q4 2019/20 Performance/Annual Performance Customer Feedback Annual Report 2019/20	